

# Northern Virginia Technology Council



## **Business Plan** **Fiscal Year 2018** **1 July 2017 – 30 June 2018**

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## Section 1 VEI Executive Summary

Nationally in June 2016, there were 442,000 unemployed Veterans and over 10 million Veterans not participating in the U.S. workforce out of nearly 21 million total Veterans according to the Bureau of Labor Statistics. According to Monster.com's annual Veterans Talent Index (<https://www.monster.com/about/veterans-talent-index>), roughly 200,000 service members leave the military each year and either go to school or look for work.

Locally in the National Capital Region in 2016, an estimated 3,500 service members transitioned from area military installations. Virginia has the fastest growing population of Veterans in the nation, greatest number of Veterans in the workforce per capita, largest percentage of female Veterans and the largest percentage of Veterans under the age of 28.

Veterans experience numerous challenges during a military to civilian lifestyle transition. Significant among these are:

1. Two-thirds of transitioning Military members experienced difficulty adapting to civilian life and close to half did not feel ready to transition.
2. Veterans name "finding a job" as the greatest challenge in transitioning, with transferring military skills to a civilian environment as the major hurdle.
3. Most Veterans say they are prepared to search for a job but that they need the most help with networking to achieve an interview opportunity.
4. Veterans report using multiple resources to find employment, but desire additional/ better tools. Interest is high in new transition services customized for Veterans.
5. Veterans feel that they are just another applicant and experienced difficulty in having recruiters review their resume.

At the same time that Veterans report challenges, companies in the Northern Virginia technology community maintain that finding qualified workers is one of their most critical long-term challenges. Research shows that the region is facing an extended manpower shortage and that the demands of the business community cannot be met through traditional gains from K-12 and higher education.

Even with thousands of programs nationwide supporting Veteran career transitions, very few directly connect the business community with the Veteran or military spouse job seeker. The Northern Virginia Technology Council (NVTC) is the nation's largest technology trade association and is uniquely positioned to expand its Veteran Employment Initiative (VEI) into a technology industry workforce program. By bringing together NVTC's nearly 1,000 member organizations with regional, state and federal government resources, and providing the online job board capabilities of Monster.com through the [www.novatechvets.org](http://www.novatechvets.org) job board, NVTC has built a model Veteran career transition program that can be replicated across other regions of the country.

The key elements of the NVTC Veterans Employment Initiative include:

1. Educating NVTC member companies on the value of hiring Veterans.
2. Facilitating the Northern Virginia business community's efforts to recruit, hire, train and retain Veterans.

3. Connecting with and supporting Veterans in finding employment and developing the skills necessary to succeed.
4. Partnering with colleges and universities to address the skills gap faced by many Veterans as they leave the military and assisting in matching training and certifications to the workforce needs of the technology sector.
5. Partnering with the Commonwealth of Virginia (specifically the Department of Veteran Services) and the Military District of Washington to connect companies with transitioning military members.

Since inception in 2013, the VEI has helped to facilitate over 6,000 Veteran or military spouse hires among its NVTC member companies.

**National Scope:**

In addition to connecting Veterans to employment opportunities within the National Capitol Region, the VEI serves as a model that can be replicated and expanded nationwide. In 2017, NVTC has partnered with Monster.com and Consumer Technology Association (CTA) to re-launch *ustechvets.org*, the national expansion of the *novatechvets.org* job board. This partnership has the ability to connect the one million Veteran resumes existing on the Monster.com career site to the nearly 3000 combined members of NVTC and CTA.

**Development Goal:**

The Northern Virginia Technology Council Foundation (NVTC Foundation), a 501(c)(3) non-profit entity, raised over \$250,000 in FY17, and seeks to raise \$300,000 for FY18 to support and grow the VEI.

## Section 2

# NVTC Veterans Employment Initiative FY 2018 Business Plan

## **VEI Background**

Research by Dr. Steven Fuller at George Mason University's Center for Regional Analysis and others in the realm of workforce development indicate that the Northern Virginia region faces a skilled labor shortage and that traditional gains from K-12 and higher education are simply not enough to meet the business needs of the community in a sustainable growth pattern over the near term. This shortage is primarily due to a skills gap in the available workforce, though many of the needed skills could be filled with additional training.

Northern Virginia is challenged with seeking creative ways to invite new workers into the region while providing a healthy ecosystem that sustains projected growth and development. A significant solution rests in capturing the talented Veteran and military spouse community. Research from Monster.com indicates that Veterans are more willing to relocate to an area if they understand that their skills are in demand and that a positive employment environment exists.

In a proactive measure to promote the hiring of Veterans in the Northern Virginia and National Capital Region, the NVTC Veterans Employment Initiative (VEI) was launched in August 2013.

The VEI serves to facilitate and promote the hiring of Veterans among the nearly 1,000 member companies and organizations that make up the Northern Virginia Technology Council. Supported by the 501(c)3 NVTC Foundation, the VEI bridges transitioning military members, Veterans and military spouses to job, internship and mentorship opportunities, while also providing support to member companies in their efforts to recruit, hire, train and retain Veteran employees.

The VEI is driven by the Northern Virginia business and technology community, in conjunction with the region's academic institutions and policymakers, and is supported in large part through community partnerships and the active engagement of committed volunteers.

The VEI is under the Northern Virginia Technology Council. The VEI develops and takes its strategic direction from a volunteer Task Force made up of C-level Executives and Human Resource professionals from NVTC member companies and representatives from Veteran Service Organizations, Virginia state agencies and the military services.

### **VEI Mission:**

Make it a priority of every NVTC company to recruit, hire, train and retain military Veterans and their spouses.

### **VEI Vision:**

Be a model community for Veteran employment by educating companies on the value of hiring and retaining Veterans, while facilitating the training and transitioning of Veterans to civilian careers.

### **VEI Goals:**

1. Increase Veteran employment opportunities among NVTC member companies.
2. Support Veterans in finding employment opportunities by creating a support system that expedites the transition to civilian careers.
3. Aid Veterans in developing the skills necessary to find a job in the private sector and succeed in their civilian careers.
4. Create innovative avenues for companies to recruit, hire, train and retain Veterans.
5. Assist NVTC member companies in establishing or expanding their own internal Veteran employment programs.
6. Collaborate with state policymakers to promote legislative action that supports effective hiring and training of Veterans.

### **VEI Objectives:**

1. Identify and establish relationships with existing Veteran programs and organizations. **(Goal Alignment: 1, 2, 3, 4, 5)**
2. Build and expand a network to facilitate the VEI's goals. **(Goal Alignment: 1, 2, 4, 6)**
3. Conduct outreach to external stakeholders and potential partner organizations to promote the VEI within the region. **(Goal Alignment: 1, 2, 4)**
4. Develop programs and materials to engage internal and external stakeholders/NVTC members to invite their participation in the VEI. **(Goal alignment: 1,4,5,6)**
5. Focus on the development of the VEI's online presence, including job search, skills matching tools, resume database, success stories and company profiles. **(Goals Alignment: 1, 2, 3, 5)**
6. Leverage relationships with the business community to create work-based experiences/training for Veterans. **(Goal Alignment: 1, 2, 3, 4, 5)**
7. Develop resources for Veterans who need guidance, mentorship and education to facilitate opportunities to start their own businesses. **(Goal Alignment: 1, 3)**
8. Develop content and solicit subject matter experts/case studies for events to train members on developing and running Veteran programs. **(Goal Alignment: 2, 4, 5)**
9. Engage state level policymakers in discussions on how best to support Virginia's National Guard and Reservists. **(Goal Alignment: 1, 6)**
10. Conduct outreach to Veterans, transitioning service members and their spouses. **(Goal Alignment: 2, 3)**
11. Promote both degree and certification pathways for Veterans into in-demand careers in our region (e.g., cyber security, big data/analytics, personalized health) **(Goal Alignment: 3, 5, 6)**
12. Track Veteran employment statistics on a national, state and regional level. **(Goal Alignment: 1)**

## Market Analysis

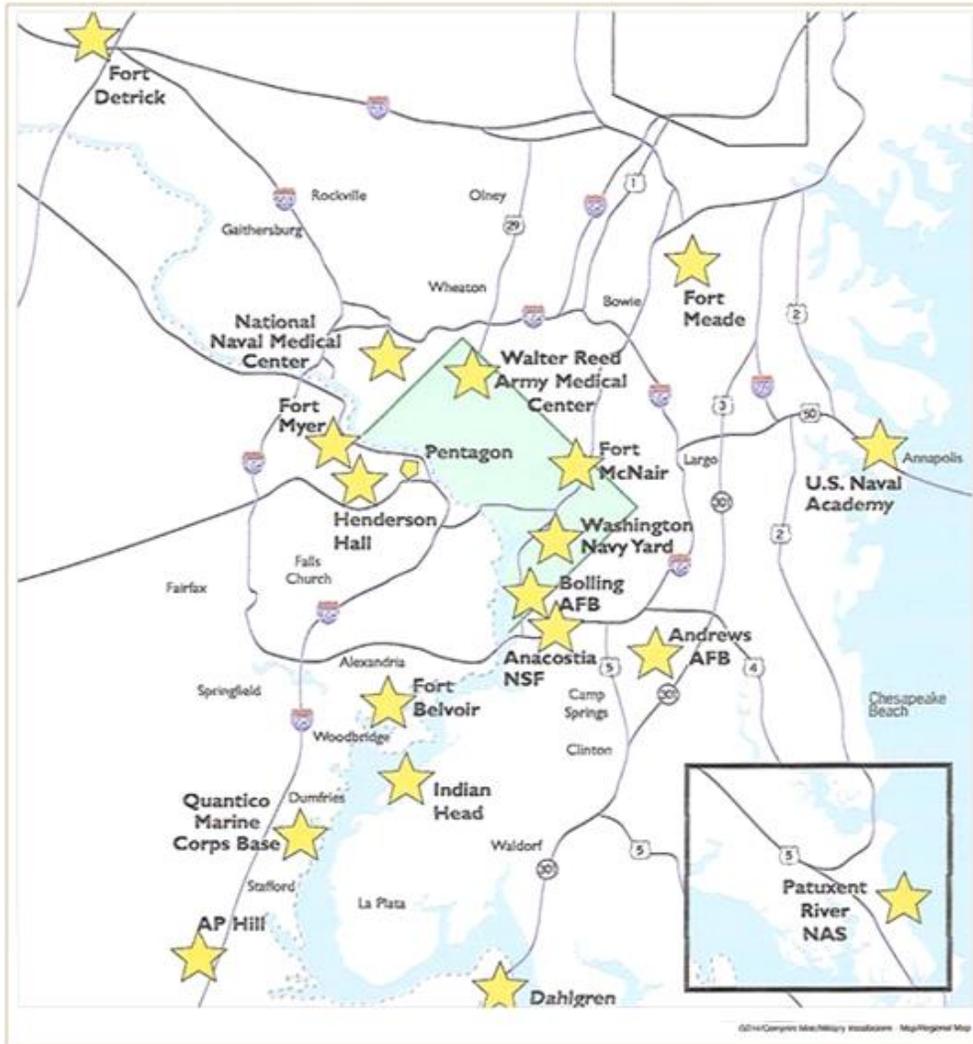
According to the Virginia Department of Veterans Services (DVS), Virginia ranks 7<sup>th</sup> nationally in total Veteran population and 4<sup>th</sup> in Veteran working-age population. Over the last 5 years, Virginia's Veteran labor force has grown by nearly 20 percent or 80,000 veterans. This is more than the other 49 states *combined*. Moreover, the Veteran population in Virginia is expected to continue to rise over the next five years.

Approximately 30 percent of the Veteran population in Virginia resides in the Northern Virginia region. The Virginia DVS estimates that, by 2018, 1 in 5 Veterans will live in Northern Virginia, (geographically defined as the cities of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, Manassas Park, and Reston, and the counties of Arlington, Clarke, Culpeper, Fairfax, Fauquier, Loudoun, Prince William, Rappahannock, Spotsylvania, Stafford, and Warren).

According to the Bureau of Labor Statistics, Fairfax and Prince William Counties rank first and third in the state, respectively, with regard to Veteran population and both counties rank in the top five localities with the highest number of unemployed Veterans. Fairfax, Prince William and Loudoun rank among the top five counties in terms of Veterans in the labor force. Labor and workforce estimates identify 300,000 jobs currently unfilled due to a lack of skilled workers in the Virginia labor pool.

### **Transition Trends in Virginia and the National Capitol Region (NCR)**

Virginia has the highest number of military bases in the nation. Key among the 27 military installations throughout the Commonwealth are Naval Station Norfolk, Joint Expeditionary Base Little Creek-Fort Story, Naval Air Station Oceana, Joint Base Langley-Eustis, Marine Corps Base Quantico, Ft. A.P. Hill, Ft. Belvoir, Joint Base Myer-Henderson Hall and the Pentagon. Additionally, the U.S. Navy Yard, Joint Base Anacostia-Bolling, Joint Base Andrews, Fort Meade, and the Walter Reed National Military Medical Center at Naval Support Activity Bethesda are located within the NCR. These bases and installations are not simply way points for service members but are often the final location in a service member's military career and therefore strategic from a talent acquisition prospective. There will be over 3,500 Veterans transitioning in the next year from Joint Base Myer-Henderson Hall, Fort Meade and Fort Belvoir alone. They range from enlisted members from all ranks and years of service to young officers to retiring career senior officers.



Additionally, Virginia has over 726,000 Veterans from World War II, Korea, Vietnam, The Persian Gulf War, Bosnia, Iraq, Afghanistan and the Cold War era. Over half of those Veterans have served since the Vietnam era. In fact, 55 percent of Virginia's Veterans are 35 to 64 years old and maintain roles as highly productive leaders, workers and positive influencers in our communities. The VEI works to bring information, services and connections to military members who are undergoing transition after their military service and to those who have already retired or separated.

Research indicates that about one-third of transitioning service members will return to their home of record, one-third will make a home in the community where they exit from their service and one-third will relocate to a new area for a career or lifestyle opportunity. The VEI, on behalf of the NVTC member companies, has adopted a proactive approach to recruit military talent and retain them in this region after separation while also attracting Veteran talent from other regions. The VEI advocates making it a priority for every member company to recruit, hire, train and retain Veterans. All members of the five service branches, active duty and reserve components as well as the National Guard and military spouses, are eligible for VEI services and support.

## **Why VEI?**

In the United States, there are over 40,000 organizations supporting a wide variety of Veteran causes. Additionally, numerous nonprofits whose original missions are unrelated to Veterans have developed delivery vehicles for providing for the needs of the Veteran and military family community. A differentiating characteristic of the VEI is its business-driven approach that aims to provide industry with innovative ways to connect with Veterans. Seventy private sector partners supported the VEI at its launch in August 2013. Since then, company engagement has grown to over 300 companies participating in VEI programs through June 2017. Maintaining strong and relevant programs is the key to developing deeper engagement from NVTC member organizations.

While a central focus of the VEI is encouraging NVTC member companies to establish internal Veteran employment programs or to hire a Veteran for the first time, the tools and programs offered also provide real value to larger companies that already have successful Veteran recruiting/onboarding programs. Several large member companies in the region have significantly changed their “go-to-market” approach in talent acquisition through the VEI. These companies saved significant time and money as their HR teams utilized the free tools and resources available to them in acquiring Veteran talent.

NVTC is the largest technology council in the United States and unparalleled in its organization, reach and interaction with the business community, influence with state and federal policy makers and facilitation of collaborative working relationships with higher education and the workforce development community. The VEI Director sits on the Virginia Department of Veteran Services’ Workforce Development Steering Committee for the Virginia Values Veterans (V3) initiative which shapes the scope and strategy of the statewide program and the V3 Program Manager for Northern Virginia sits as a member on the VEI Task Force. The strong partnership between NVTC and the Commonwealth was highlighted at the annual Virginia Veterans Employment Summits with the VEI being awarded with the V3 Commonwealth Award for both 2015 and 2016.

No other business organization in the region has a similar Veterans employment program. NVTC has advised other organizations on how to replicate the VEI. The VEI continues to provide an innovative approach towards Veteran employment through strong relationships in the business community, partnerships with workforce development organizations, state agencies, collaboration with academic institutions, engagement with Veteran Service Organizations, outreach to Veterans and military installations and advocacy to state and federal policymakers.

## **National Capitol Region (NCR) and Military District of Washington (MDW)**

The NCR is one of the densest populations of military in the country. The MDW is the Army component under the Joint Force Headquarters of the NCR and comprises five major garrisons (Fort Leslie McNair, Joint Base Myer-Henderson Hall, Fort AP Hill, Ft Meade, and Ft Belvoir) which connect to over 100 mission partners at those installations.

The VEI has connected with military leaders from the MDW to build relationships which facilitates serving its transitioning service members. An MDW representative serves on the NVTC VEI Task Force as a liaison to the installations and commands in the region. MDW recognizes that VEI’s programs are unique, comprehensive and represent opportunities to improve a service member’s transition by engaging the comprehensive ecosystem of stakeholders. This unique collaboration serves as a model for other installations consistent with best practices in public-private partnerships.

As an integral part of the VEI Task Force, MDW offer guidance on the engagement of its transitioning service members and supports the outreach efforts of the VEI in getting its message to the military community. In 2016-17, MDW significantly expanded the VEI Recruiting Day programs on bases and the VEI now serves as the organizing partner to MDW's bi-annual Veteran Employment Transition Summits (VETS) that serve over 400 service members at each event. Further, MDW serves as a facilitator in connecting the VEI with key stakeholders in the Department of the Army, including Soldier for Life and U.S. Army Installation Management Command, to further amplify its mission.

## Veterans Employment Initiative Components

The VEI offers programs to support member companies in developing or expanding Veteran hiring programs to connect Veterans and their spouses with jobs in the region's technology sector:

### Online Communities and Job Boards

NVTC and Monster.com built a regional online community and resource-  
**[www.novatechvets.org](http://www.novatechvets.org)**, which facilitates the hiring of Veterans. This comprehensive job board website includes a searchable database of jobs at NVTC member companies, a military skills translator to better identify and communicate their skills to jobs in the civilian environment and educational resources and tools.

Each NVTC member company is eligible to post job listings at no-cost on [novatechvets.org](http://novatechvets.org). In addition, NVTC members have free access to Monster's database of more than 980,000 Veteran resumes. This is an extremely valuable benefit for recruiting Veterans into the technology community. With over 300 companies currently participating and a monthly average of 16,000 jobs posted on the site, [novatechvets.org](http://novatechvets.org) is one of the most robust regional sites for military talent acquisition.

**[www.ustechvets.org](http://www.ustechvets.org)** is a national online community in the model of [www.novatechvets.org](http://www.novatechvets.org), also powered by Monster.com and is sponsored by the Consumer Technology Association (CTA)® and NVTC. This job board also facilitates Veterans employment opportunities within the technology industry outside of the NVTC organization. During 2017, the two job boards will be combined into a sole [ustechvets.org](http://ustechvets.org) entity and will leverage the combined memberships of NVTC and CTA to connect nearly 3,000 companies to Veteran jobseekers fostering a seamless national employment experience focused on Veterans and their spouses.

### Recruiting Day events

The VEI has partnered with the DVS, Virginia Employment Commission and other local Veteran support organizations and workforce investment boards to host recruiting events to match Veteran-friendly companies with Veteran, National Guard and Reserve job-seekers. Since 2014, the VEI has taken the lead role in orchestrating these events in the Northern Virginia region.

Unlike traditional job fairs in which candidates circulate to employer tables without structure, Recruiting Days provide a framework for employers to pre-screen resumes before directly connecting with small groups of Veterans in a round-robin format. During the event, recruiters introduce their companies and job openings directly to the pool of jobseekers. Recruiters circulate to meet with a maximum of six Veterans per table in 15 minute sessions. These sessions allow the employers to speak directly with candidates about their qualifications and interest in specific positions as well as provide a mentoring opportunity for job seeking best practices.

To date, 970 Veterans have participated in VEI Recruiting Days with 134 companies sending their talent acquisition teams. These events consistently receive high approval ratings from both job seekers and recruiters and in a recent post-event survey of participants, 100 percent of Veteran job seekers said they would recommend the Recruiting Day to their peers. Further, 89 percent said they gained a positive lead to employment during the event.

## **VETWORKING**

Transitioning from the military to a civilian career is a challenging task, which is why mentoring, networking and community support is crucial to the success of any Veteran hiring effort. The VEI developed VETWORKING to provide Veterans with a professional and personal growth experience necessary for success in career transition and to improve retention once a job seeker has been employed.

The VETWORKING program is a personal and professional development program combining elements of career search skills, networking and mentoring, which connects jobseekers to other Veterans working in the region's technology sector. Through small group interactions and opportunities to participate in industry events, this program facilitates the development of job-seeking skills, building of professional networks and empowers Veterans through the support of peers.

The MITRE Corporation, an NVTC member, created an in-house volunteer team, built a VETWORKING "playbook" and created the course content. Through six hours of dedicated classroom time, a maximum of 25 job seekers receive education, personal mentoring and guidance in a high touch setting as they navigate to successful post-military careers.

VETWORKING consists of two phases:

**Phase I** empowers Veterans to gain a better understanding of themselves and educate them on how to translate their skills and competencies and communicate them to hiring authorities. Using the StrengthFinder 2.0 self-assessment tool, strengths and interests are determined and Veterans learn to highlight their personal attributes, interests and talents in their career search. After completing the coursework, Veterans work with specifically assigned mentors to further develop their civilian resumes in clear and focused language. Phase I also includes a four member recruiter panel to provide insights on job-seeking best practices and culminates with a mini Recruiting Day style job interview with those same recruiters.

**Phase II** empowers Veterans by exposing them to the network of opportunities available through NVTC's robust business community. Participants utilize lessons learned in Phase I to expand their professional networks, improve their soft skills and explore opportunities in the civilian sector.

Along with the two phases of the program, VEI has a VETWORKING LinkedIn group to promote online networking and mutual support among the VETWORKING participants. This closed group shares resources and conversations with their fellow VETWORKING alumni.

The VETWORKING program has successfully served 66 individuals since starting in 2015.

### **Partnerships with Academic Institutions**

The VEI works with NVTC's university and community college members to develop and expand training programs that address the skills gap faced by many Veterans as they leave military service. NVTC's eighteen academic partners support the VEI by identifying future employment needs of industries in the region and providing tailored education programs, certifications and associated support services to student Veterans to assure a smoother transition to the workplace.

In 2017, the VEI partnered with the Northern Virginia Community College, which has the largest student Veteran population in Virginia, to offer a unique entry-level tech pilot opportunity called “Uncommon Coders.” The program was an intensive 12 week course with a cohort of 15 Veterans and military spouses that were taught entry level Java coding. At the end of the course, NVTC member employers were given an opportunity to interview the graduates. The course graduated 11 students and every one of them interviewed with a company for an open position culminating in 8 hires to date.

### **VEI Scholars**

In 2015, the VEI launched the Scholars Program to provide student Veterans from our region's colleges and universities with meaningful work-based opportunities in NVTC member companies to enhance their career readiness as well as facilitating employment opportunities. Through Scholars, eighteen member post-secondary institutions through their Student Veteran managers, identify Veterans in educational programs, such as business and project management, engineering, applied skills, computers (cybersecurity, IT, software) and health care, and link them to internship positions in NVTC member companies. In FY17, NVTC member companies offered 40 summer internship positions which were posted to the [novatechvets.org](http://novatechvets.org)/[ustechvets.org](http://ustechvets.org) job boards.

### **Training for Companies**

To support the goals of assisting NVTC member companies to establish/expand their internal Veteran support programs and increasing Veteran employment in the region's technology community, the VEI has prioritized educating member companies on best practices in recruiting, hiring, training and retaining Veterans. The VEI has established a formal partnership with the DVS *Virginia Values Veterans (V3)* program which recruits and certifies Virginia-based companies to help them design and implement nationally recognized Veteran hiring best practices. V3 holds quarterly training in the Northern Virginia region directed to Human Resource professionals of the companies undergoing certification. In addition, the VEI Director serves on the DVS Veteran Work Force Steering committee as a key industry representative for Veteran talent acquisition matters. The VEI will continue to support and advise the V3 on the needs of the business community with the goal of removing barriers and promoting/facilitating Veteran hiring statewide.

### **Public Policy Advocacy**

Through NVTC, members advocate for state and federal policies that promote Veteran education, training and employment. This includes policies to provide for a smoother transition to the civilian workforce and policies that remove barriers. Past successful legislative initiatives included working with Virginia Secretary of Veterans and Defense Affairs to develop a Veterans Employment Performance Grant incentive that provides businesses with fewer than 300 employees a \$1,000 grant per each Veteran that they hire- up to 10 grants per company. Grant language was recently updated to include removal of a prevailing average wage requirement, increasing the hiring window to 5 years after discharge and making the grant retroactive to hires dating back to July 2015. Moving forward, NVTC will continue to promote and advance policies at the state level related to Veteran hiring and empowering businesses to more easily hire and retain Veteran talent.

## VEI Key FY17 Accomplishments/FY18 Challenges

### VEI Accomplishments:

- **Partnership with the Virginia department of Veteran Services (DVS):** the VEI for the second consecutive year was awarded the “Commonwealth Award” for outstanding contributions to Veteran hiring in the Commonwealth of Virginia.
- **Partnership with the Military District of Washington (MDW):** The MDW has assigned the G1 Sergeant Major in charge of all transitioning military members to sit on the VEI Task Force. The VEI became the primary organizer of bi-annual MDW-wide two day Veteran Transition Employment Summits (VETS) that attract over 400 participants at Fort Myer. This relationship has significantly increased the number of transitioning service members the VEI is able to engage and serve.
- **Veterans Hired:** NVTC member companies hired just over 1,000 Veterans in FY17. Since the launch of the VEI in August 2013, NVTC has facilitated over 6,000 Veteran hires using V3 validated metrics among NVTC member companies in Virginia.
- **Recruiter engagement:** A solid success story for FY17 was a significant increase in the recruiter accounts on [novatechverts.org](http://novatechverts.org). The accounts grew from 301 to 421 - a 40 percent increase. Key to this growth was a well marketed contest in early 2017 over a 6 week period in which the recruiter with the most Veteran resume views won a Microsoft Surface Pro4. During this period, [novatechvet.org](http://novatechvet.org) added 70 accounts. The winner was a MAXIMUS recruiter who achieved over 4,700 Veteran resume views.
- **Veterans Served/Activity Level:** In addition to over 1,000 Veterans hired, the VEI provided over 70,000 unique job seeking visitors free access to the resources of the [www.novatechvets.org](http://www.novatechvets.org) job board, directly served 335 job seekers at its Recruiting Days, and provided service and support to 41 job seeking Veterans through the VETWORKING program.
- **Website Usage:** Visitors to [www.novatechvets.org](http://www.novatechvets.org) spend an average of just over 12 minutes on the site and about 60 percent of these visitors returned within one day. These metrics greatly exceed industry standards for job board usage.

### VEI Challenges:

- **Engaging small businesses:** 70 percent of NVTC members companies have fewer than 50 employees. While smaller companies desire to hire Veterans, many have limited human resource capabilities necessary to support a formal Veteran hiring program.
- **Educating companies on “What a Veteran is”:** The VEI recognizes all individuals that have served in any branch of the United States military, including active duty, reserves and members of the National Guard, regardless of rank or era of service, as well as their spouses. If separated from service, the terms of discharge should be under “Honorable” or “General” conditions. The VEI also educates companies on the incredible talent that military spouses bring into an organization.
- **Collecting data on Veteran hires:** The VEI is able to track the Veterans it serves directly (through accounts on [novatechvets.org](http://novatechvets.org)/[ustechvets.org](http://ustechvets.org), VETWORKING, Recruiting Day events, etc.) and collects hiring data from self-reporting and follow-ups with our NVTC member companies. However, tracking the true total number of hires across all VEI efforts remains a challenge, given that job seekers may use VEI tools to learn about a job opening but then choose to apply directly through a company’s job board and may not report back once hired. Also, once a prospective hire is internalized by a company the process can take months and the self-reporting loses focus. A key

component of validated tracking is to have as many NVTC member companies become V3-certified as this agreement stipulates that certified companies will submit their Veteran hiring data quarterly to the DVS which is shared with the VEI.

**FY17 Targets and FY18 Goals:**

**Tracking of Veteran job hires:**

- In FY17, VEI improved the tracking of the Veterans served/hired in partnership with the V3 program and NVTC member companies.
  - FY18 Goal: In partnership with V3, increase V3 certifications within its NVTC membership from 35 to 50 companies.

**Development:**

- In FY17, the NVTC Foundation raised \$251,550.
  - FY18 goal: VEI will continue to maintain an annual development goal of \$300,000 to support and grow the VEI.

**Online Community and Job Boards:**

- In FY17, *www.novatechvets.org* saw steady growth in number of jobs posted, recruiter accounts established and job seeker visits, while *www.ustechvets.org* metrics remained steady from the previous year. During FY18, the *novatechvets* and *ustechvets* job boards will be combined into an enhanced *ustechvets.org* with a national focus by engaging the combined memberships of both NVTC and CTA to use this Veteran talent resource. Baselines will be established for FY19 after the roll out in fall 2017 and metrics and goals established in: number of companies; number of recruiters, number of jobs posted; number of jobseekers.
- In FY18, the VEI webpages embedded into the NVTC websites will be broken out and a stand-alone VEI website (*www.nvtcveterans.org*) will be established to promote all of the VEI programming.

**Recruiting Day Events:**

- In FY17, VEI hosted 4 Recruiting Days serving 84 companies and 335 Veterans in FY17
  - FY18 Goal: Host 4 quarterly Recruiting Days, serving 60 to 90 companies and 360 to 540 Veterans, transitioning service members and their spouses.

**VETWORKING:**

- In FY17, VEI hosted 3 sessions and served 30 Veterans.
  - FY18 Goal: Host 4 VETWORKING sessions serving 80-100 Veterans in Phase I of the program.
  - Continue to grow the Phase II networking portion to invite VETWORKING alumni to NVTC events to network with members with a target of hosting 5 Veterans per event.

**VEI Scholars:**

- In FY17, VEI Scholars offered 40 positions with 12 companies.
  - FY18 Goal: Grow the VEI Scholars Summer Intern Program to 60 positions offered with 30 NVTC companies *on ustechvets.org*.

## Outreach Strategy

As shown in the market analysis, the VEI has two target markets: companies desiring to hire Veterans and Veterans seeking/transitioning into employment in the technology business community. The VEI's outreach strategy is directed accordingly to reach both audiences.

### **Outreach to Companies**

NVTC strongly encourages engagement in the VEI to member companies through multiple channels including: email marketing, social media, articles in the NVTC Voice magazine, weekly newsletters and specific topic e-blasts, website and blog, promotion at NVTC events, new member orientations and member benefit packets. In addition, NVTC staff and member leaders promote the programs of the VEI as a benefit to potential/current members, their colleagues and staffs and specifically their talent acquisition teams.

In 2017, the VEI created and awarded its inaugural VEI Veterans Service Award which was selected from a self-nominated pool of 12 applicants. This award was presented at the annual NVTC TechCelebration banquet attended by over 700 NVTC members and supporters with a heavy attendance by the C-level executives. Virginia Secretary of Defense and Veteran Affairs, Admiral (ret) John Harvey, presented the award to the MITRE Corporation highlighting its efforts in creating the VETWORKING program for the VEI.

In FY18, VEI will continue to expand its outreach to NVTC member companies to encourage participation in VEI programs and reporting of Veterans hired through the VEI. Central to this is our partnership with V3, encouraging NVTC member companies to become V3-certified. The enhanced [www.ustechvet.org](http://www.ustechvet.org) job portal, new [www.nvtcveterans.org](http://www.nvtcveterans.org) website and organic social medial growth are key components to outreach expansion

### **Outreach to Veterans, Transitioning Service Members and Military Spouses**

The VEI actively fosters relationships with Veterans, military leaders, military transition managers/representatives and those organizations that have connectivity and influence on Veterans seeking employment. The VEI will continue to grow its relationship with the MDW and bases in the NCR to more consistently reach service members before they transition to civilian careers. A critical entry path to reaching transitioning military members are the installation Transition Managers who personally guide transitioning service members in the last stages of their military careers. The VEI Director has invested significant time developing professional relationships with the managers at all of the bases within the NCR. In addition, many of the military transition offices conduct regular seminars and allow NVTC corporate recruiters and the VEI Director to assist with mock interviews, recruiter panels and resume reviews.

The VEI and Monster.com provide free online resume postings in its 980,000 Veteran database and job search tools for Veterans and their families to search for jobs around the globe. Additionally, the VEI has active formal partnerships with the DVS, the Virginia Employment Commission, the Virginia Chamber of Commerce and regional workforce investment boards such as the SkillSource Group and the Alexandria/Arlington Workforce Investment Board.

### **Outreach to Veteran-focused Partner Organizations**

The VEI has developed partnerships with the American Red Cross, Easter Seals Veteran Staffing Network, U.S. Chamber of Commerce Hiring Our Heroes, USO Metro DC and Serving Together. The VEI will continue to seek out partnerships with Veterans Service Organizations

that are tasked with serving Veterans on a day-to-day basis and can promote the VEI and its programs and services to their constituents.

Finally, to build awareness of the VEI, NVTC will continue to develop marketing materials, including brochures, signs and giveaways, and conduct targeted advertising/marketing to promote its programs and tools to Veteran job seekers. Materials will highlight that NVTC members and the region's technology community are already extremely friendly to Veterans, as evidenced by the large number currently employed within our NVTC community. In 2017, the VEI was offered an in-kind donation by Cox Communication to produce a video highlighting VEI Recruiting Days that is currently in the final stages of editing. VEI success stories have great applicability during VEI public presentations which occur several times a month.

### **Community Advocacy**

In addition to outreach to companies, Veterans and transitioning service members, the VEI continues to advocate for and conduct outreach to academic institutions, partner organizations and government organizations/leaders to promote VEI programs, make connections and encourage policies that improve the overall environment for Veteran employment in Virginia, our region and nationwide. In FY17, the VEI Director was a guest speaker for the graduation of the inaugural Uncommon Coders cohort at the Northern Virginia Community College.

### **Earned Media**

Media coverage is an effective way to build awareness of the VEI. When appropriate, the VEI will seek earned media coverage of its programs, leaders and participants. Specifically, the VEI will share success stories from the program and the subject matter expertise of its leaders to highlight its innovative nature. During FY17, the VEI was featured in articles in military newspapers Pentagram and Fort Belvoir Eagle, and online on PrinceWilliamliving.com, WashingtonTechnology.com and TechRepublic.com.

### **Social Media**

VEI news is published and promoted via NVTC's Facebook (1,146 followers), Twitter (5,323 followers) and LinkedIn (1,720 followers) social media sites. A dedicated VEI Twitter account (@nvtcvei) was established in 2016 to promote VEI activity and connect with likeminded organizations and companies that have a mutual interest in the Veteran service space. VEI's Twitter account has attracted 214 followers. An NVTC VEI YouTube channel was also established as a resource for videos from VEI events and VEI promotion spots.

## Development Strategy

The VEI, through the NVTC Foundation, seeks financial and in-kind support from NVTC member companies and their charitable foundations for grants, sponsorships and private donations to support VEI programming.

Specific planned fundraising activities include:

- Direct appeals for financial support from corporate charitable foundations of NVTC member companies
- Appeals for cash donations on membership applications and renewal forms
- Two annual fundraising events: the NVTC CXO Auction (Spring) and the NVTC Sporting Clays tournament (Summer)
- Corporate sponsorships for events and programs
- Grant funding opportunities, including potential partnerships with partner nonprofit organizations or academic institutions
- Solicitation of in-kind donations, such as meeting space, food and beverage, from member companies and other partner organizations to reduce program costs
- Partnerships with VSOs and other community groups to establish cost-sharing or trade arrangements

### Section 3

## FY17 Fiscal Execution/FY18 Budget

#### **Development Income (FY17):**

- Donations: \$167,750
- Sponsorships:
  - Recruiting Day events (4): \$4,500 (refreshments)
  - VEI Veteran Service Award: \$6,000
- Fundraising Events:
  - CXO Auction: \$48,900
  - Sporting Clays Tournament: \$23,300

**Total:** \$250,450

#### **Operating Expenses- major programs (FY17):**

- Recruiting Day events (4): \$4500
- VETWORKING: \$0- unused money from existing MITRE contract
- VEI Scholars: \$0
- VEI Management: \$158,000 (salary/expenses/travel/staff time)

**Total:** \$162,500

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#### **Development Goals (FY18):**

- Donations: \$175,000
- CTA grant: \$250,000 (for USTechVets enhancement)
- Sponsorships:
  - Recruiting Day events (4): \$6,000
  - VEI Veteran Service Award: \$6,000
- Fundraising events:
  - CXO Auction: \$50,000
  - Sporting Clays Tournament: \$30,000

**Total:** \$522,000

#### **Projected Operation Expenses (FY18):**

- Recruiting Day events: \$6,000 (if no sponsorships obtained)
- VETWORKING: \$0 (based on current contract)
- VEI Scholars: \$0
- Marketing materials: \$1,500
- VEI Management: \$175,000
- Creation of new VEI website ([www.nvtcveterans.org](http://www.nvtcveterans.org)): \$4,700 (TriVision)
- Enhancement of USTechVets career site: \$89,625 (Monster.com)

**Total:** \$276,825

## Section 4 VEI Task Force Members (FY17)

- 1. Bobbie Kilberg**  
Chief Executive Officer  
Northern Virginia Technology Council  
NVTC Foundation Board Member
- 2. David Lucien, VEI TF Co- Chair**  
Chief Executive Officer  
DCL Associates
- 3. Steve Cooker, VEI TF Co-chair**  
Executive Vice President  
Monster Worldwide
- 4. Steve Jordon**  
Director, Veterans Employment Initiative  
Northern Virginia Technology Council
- 5. Mark Andrekovich**  
Chief of Human Capital and President TCES  
MAXIMUS
- 6. Duncan Barry, PMP**  
Business Strategist  
Program Manager, VEI Vetworking  
The MITRE Corporation
- 7. Susan Fallon Brown**  
Vice President, Global Strategy and Business Development  
Monster Government Solutions
- 8. Katie Bowen**  
Veterans Program Manager  
Hewlett Packard Enterprises
- 9. Jane-Scott Cantus**  
Managing Principal and General Counsel  
The ILEX Group
- 10. Carol Cornman**  
Executive Vice President/Partner  
PRISM Inc.
- 11. Tony Crescendo**  
Chief Executive Officer  
IntelliDyne

- 12. Edward DuPass**  
Local Veteran employment Representative (LVER), Prince William County  
Virginia Employment Commission
- 13. Ryan Eden**  
Veteran Recruitment Specialist  
Prism Inc.
- 14. Stephanie Erwin**  
VEI Education WG/VEI Scholars  
The George Washington University
- 15. Chris Fagan**  
Senior Program Manager  
VEI Site Manager for [novatechvets.org](http://novatechvets.org)/[ustechvets.org](http://ustechvets.org)  
Monster Government Solutions
- 16. Pamela Fauntroy**  
Vice President, Human Capital  
MAXIMUS
- 17. Rick Ferry**  
Program Manager, Northern Virginia  
Virginia Values Veterans (V3)  
Department of Veteran Services
- 18. Allison Gilmore**  
Vice President, Communications and Strategic Initiatives  
Northern Virginia Technology Council  
NVTC Foundation Board Member
- 19. Christy Kanady**  
Northern Virginia Program Manager  
Serving Together
- 20. Doug Kremer**  
President and Founder  
Strategic Thinking Partners
- 21. Marissa Krafsig**  
Senior HR Director and Chief HRO  
IntelliDyne
- 22. Denise Miller**  
Executive Director, Fairfax County  
American Red Cross
- 23. Tonia Patt**  
HR Consultant (former HR Director at ICF)
- 24. Jennie Salehi**

Executive Recruiter  
ICF

**25. Heidi Shaw**

National Account Manager  
Monster Government Solution

**26. Alfredo Torrez**

Program Manager, Northern Virginia,  
Virginia Transition Assistance Program

**27. Sergeant Major Todd Weegmann, U.S. Army**

J/G-1 SGM  
Military District of Washington (MDW)

**28. Lyle Yablonsky**

CERTIFIED FINANCIAL PLANNER <sup>TM</sup>  
Veteran Hiring Coordinator  
AXA Advisors