



# USING YOUR GI BILL

EXACTLY HOW IT FEELS

# Career Counseling for Veterans Across All Service Eras: Challenges in Military-to-Civilian Workforce Transitions

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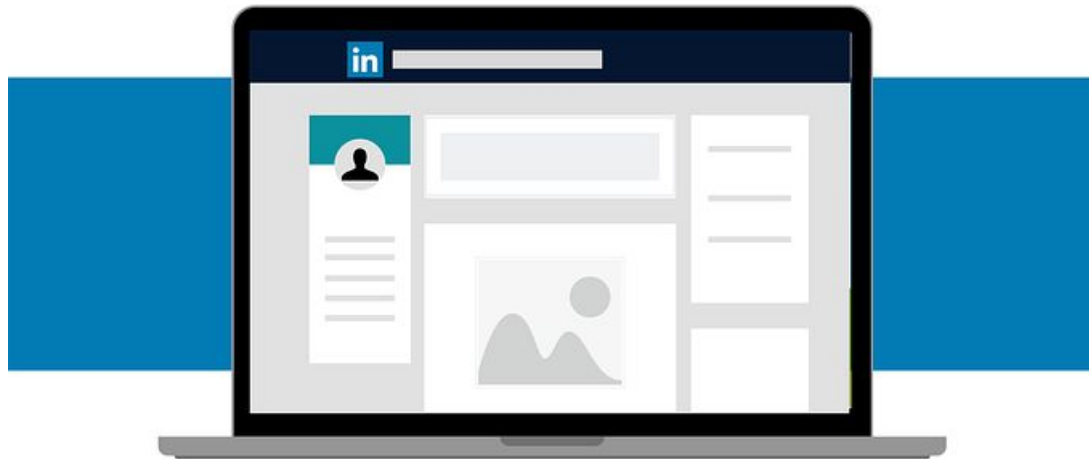
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# Overview of AJC Services



## Comprehensive Offices

Sites where a wide range of employment services are offered

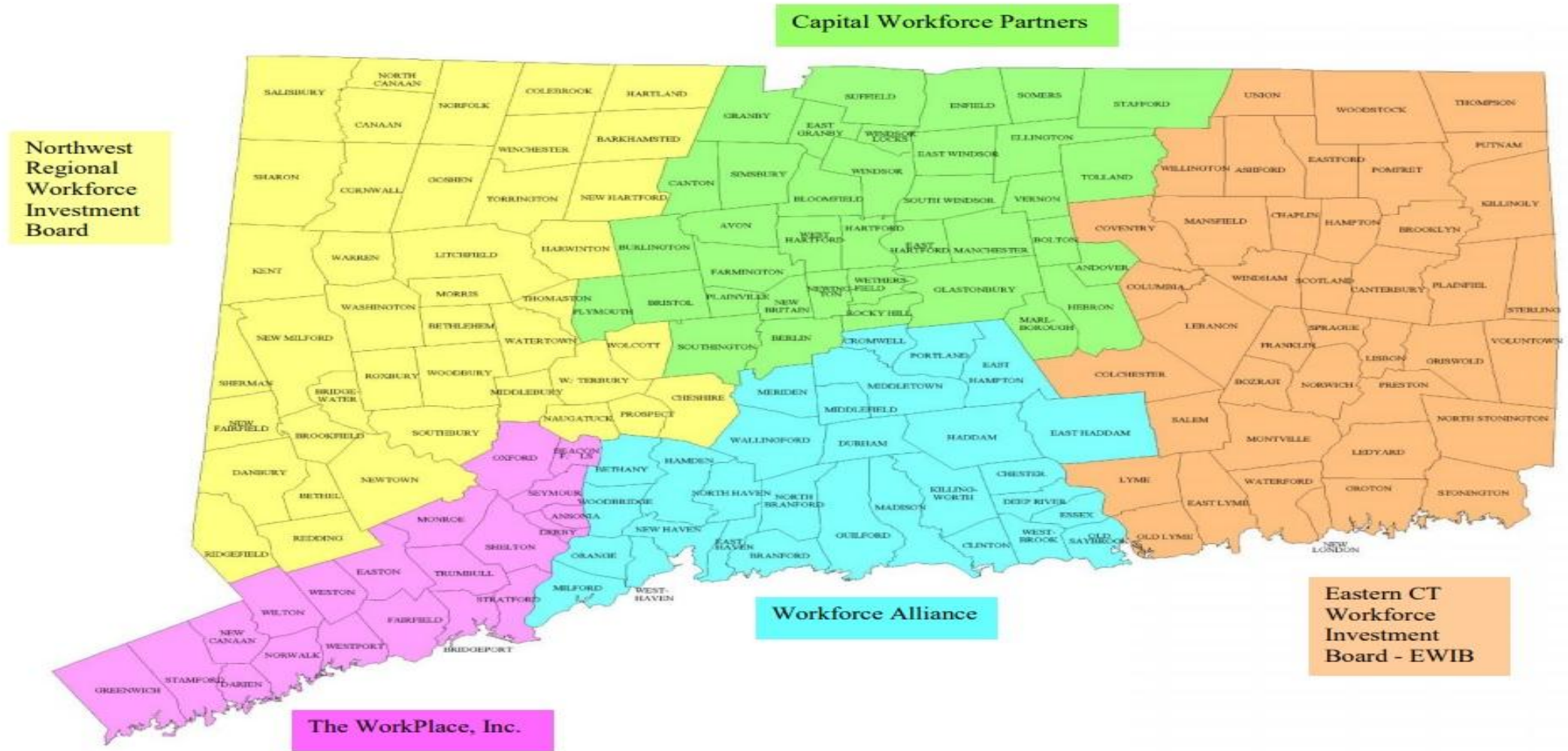
Bridgeport	2 Lafayette Square (GPS Users: 350 Fairfield Avenue)	203-455-2700
Hamden	37 Marne St.	203-859-3200
Hartford	3580 Main Street	860-256-3700
Montville	601 Norwich-New London Turnpike., Suite 1 (GPS Users: Uncasville)	860-848-5200
New Haven	560 Ella T. Grasso Boulevard	203-624-1493
Waterbury	249 Thomaston Avenue	203-437-3380

## Affiliate Offices

Smaller offices that offer self-service career centers and select employment services

Ansonia	4 Fourth Street	203-397-6647
Bristol	430 North Main Street	860-899-3620
Danbury	185 Main Street	203-730-0451
Danielson	562 Westcott Road	860-774-4077
Derby	101 Elizabeth Street	203-734-3443
East Hartford	417 Main Street at Goodwin University	860-929-3880
Enfield	170 Elm Street at Asnuntuck Community College	860-899-3514
Manchester	893 Main Street	860-643-2222
Meriden	87 West Main Street, 2 <sup>nd</sup> Floor	203-238-3688
Middletown	272 South Main Street	860-200-6815
New Britain	260 Lafayette Street	860-899-3500
Stamford	141 Franklin Street, 2 <sup>nd</sup> Floor	203-353-1702
Torrington	59 Field Street	860-496-3500
Willimantic	1320 Main Street, Tyler Square	860-450-7603

# Map of Connecticut's Workforce Development Board (WDB) Areas





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# AJC Workshops

- Fundamentals of Resume Writing
- Interviewing Strategies and Techniques
- Successful Job Search Strategies
- LinkedIn

All workshops are currently being offered virtually via Zoom



# Career Counseling

- Personalized career guidance & planning
- Skills assessments
- Mock interviews
- MBTI testing
- <https://ctdol.jotform.com/CT1/requestemploymentservices>

# Ct.gov/dol

The image shows a screenshot of the Connecticut Department of Labor website. At the top left is the logo for the Connecticut Department of Labor, which includes a star and the text "CONNECTICUT DEPARTMENT OF LABOR" and "Partner of the American Job Center Network". To the right of the logo, the text "CONNECTICUT DEPARTMENT OF" is visible. Below the logo are social media icons for Facebook, LinkedIn, Twitter, Instagram, and YouTube. A navigation bar contains links for "Home", "About Us", "FAQs", "News", "Contact Us", and "L". The main content area features a large banner for the Connecticut Army National Guard. The banner includes the text "WE'RE HIRING. click here to get started" and a shield-shaped logo with "CONNECTICUT ARMY NATIONAL GUARD" and a star. The background of the banner shows a soldier in military gear.



# Veterans Services

- **DEPARTMENT OF LABOR VETERAN'S SERVICES**

- Veterans may receive reemployment services from trained staff at American Job Centers (AJCs) throughout the state, which include five comprehensive centers and several smaller, affiliate locations. Among the staff are representatives funded by the Jobs for Veterans State Grant (JVSG) program, which offers specialized services as follows:

- Disabled Veterans' Outreach Program (DVOP) Specialists provide intensive services and facilitate placements to meet the employment needs of veterans and eligible spouses who have significant barriers to employment or have otherwise been designated by the U.S. Department of Labor Veterans' Employment and Training Service (VETS) as qualifying for DVOP services. These barriers and designations include the following:



# Veteran's Outreach Workers

- A special disabled or disabled veteran, special disabled and disabled veterans are those who:
  - Are entitled to compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or,
  - Were discharged or released from active duty because of a service-connected disability;
- A veteran who had active military service, in whole or in part, during the Vietnam Era, which is Aug. 5, 1964 – May 7, 1975; for veterans who served in the Republic of Vietnam, the timeframe is Feb. 28, 1961 – May 7, 1975.
- A homeless person
- A recently-separated service member, who has been unemployed for 27 or more weeks in the previous 12 months;

# Veteran's Outreach Workers

- An offender, who is currently incarcerated or who has been released from incarceration;
- A veteran lacking a high school diploma or equivalent certificate;
- A low-income individual;
- Veterans ages 18-24;
- Transitioning Service Members in need of intensive services (specifically, TSMs who have been assessed as not meeting Career Readiness Standards; are ages 18-24, regardless of whether they meet Career Readiness Standards; or are active duty service members being involuntarily separated through a Service reduction-in-force); and
- Wounded, ill, or injured service members receiving treatment at Military Treatment Facilities or Warrior Transition Units (MTFs – WTUs) and the spouses and family caregivers of such wounded, ill, or injured service members.

# Veteran's Outreach Workers

- Intensive services include: comprehensive and specialized assessments of skill levels and service needs;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve the employment goals; group counseling;
- Individual counseling and career planning; and short-term prevocational services that may include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.
- Veterans and eligible spouses who do not qualify to receive intensive services from a DVOP may receive these services from other AJC staff.



## Request for Employment Services form

Job Search Assistance, Résumé/Cover Letter Assistance, Interviewing Skills Assistance, Career Counseling, Recruitment Assistance for Employers.

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**Do NOT use this form for Unemployment Benefits or Unemployment Hearings Questions.**

For unemployment questions, please visit [www.FileCTUI.com](http://www.FileCTUI.com) to submit a question through the blue ASK DOL box on the bottom right-hand corner of that page.

**Our no-cost Employment Services** will be offered virtually, by phone, email or video conferencing. Response time may vary depending on volume of requests. We appreciate your patience. **Please allow 5-7 business days for a response.**

Please input your zip code:

Please fill out this Request for Employment Services Form:  
<https://ctdol.jotform.com/AJC5/requestemploymentservices170>

**Do NOT use this form for Unemployment Benefits or Unemployment Hearings Questions.**

For unemployment questions, please visit [www.FileCTUI.com](http://www.FileCTUI.com) to submit a question through the blue ASK DOL box on the bottom right-hand corner of that page.

**Our no-cost Employment Services** will be offered virtually, by phone, email or video conferencing. Persons with disabilities may request a reasonable accommodation, please indicate your request in the "Please describe how we can help you:" box below. Response time may vary depending on volume of requests. We appreciate your patience. **Please allow 5-7 business days for a response.**

Requested Service \*

Résumé/Cover Letter Assistance



Full Name: \*

First Name

Last Name

# Icebreaker

- In teams, discuss your views, beliefs, and impressions of both current military members and veterans
- Write down *Any* words or phrases to describe the military and veterans

# Challenges Veterans

- Lower levels of employment, underemployment, and less earnings compared to Non-Veterans (Boatwright, M., & Roberts, S. LinkedIn Study, 2020)
- Military Structure and Experience
- Total Institution - Values Norms Practices VS Civilian Society (McGarry, Walklate, & Mythen, 2015; E. Moore, 2017)
- Veterans' experiences vary by Era, race & education, combat experience, wartime/peacetime
- Norms and Culture of Military have changed



# Challenges: Five Factors that shape veterans Experiences

(Shepherd, Sherman, MacLean, & Kay, 2021)

## 1) *TRAUMA EXPERIENCED IN THE MILITARY*

- Combat Vets – lower wages than nonveterans and non-combat vets and higher unemployment
- Impact on transition experience & adjustment (due to trauma)  
(MacLean, 2010; Prigerson, Maciejewski, & Rosenheck, 2002, Savoca & Rosenheck, 2000)
- Only a subset of combat Veterans have PTSD: 7 out of every 100 Veterans (or 7%) will have PTSD.
  - 3% WWII & Korean War, 10% Vietnam War, 29% Operations Iraqi Freedom (OIF) and Enduring Freedom (OEF)

[https://www.ptsd.va.gov/understand/common/common\\_veterans.asp](https://www.ptsd.va.gov/understand/common/common_veterans.asp)

# Challenges: Five Factors that shape veterans Experiences

## 2) DIFFERENTIAL CHARACTERISTICS (REASONS WHY SOME CHOSE TO ENLIST)

- All-Volunteer Force
- Reasons for Joining
- Self-Selection & Employment
- White Vietnam Vets earned 15% less than comparable non-veterans (Angrist, 1990)
- Vietnam combat exposure - fewer years of education
- *Military Selection Process / Screening*: Physical and Mental Standards  
Veterans may appear to have positive outcomes due to the screening process

# Factors that Shape Veterans' Experiences

## 3) *MILITARY SOCIALIZATION*

- *“Total Institution”* Values, Norms, and Culture (McGarry et al., 2015, p.361; E. Moore, 2017)
- Authoritarian vs Egalitarian (Trice & Beyer, 1993)
- Military vs Civilian Employment
- *Compensatory Control Theory CCT* (Kay, Gaucher, Napier, Callan, & Laurin, 2008)
- Personal Control over Environment & Life's Outcomes (perception of predictability & order vs. chaos & randomness)
- Application to Work Settings / Preferences for Vets

# Work values & characteristics private sector employers vs military

## PRIVATE SECTOR

- Individualistic
- Autonomy
- Initiative
- Self-Driven
- Flexible
- Independence
- Decentralization
- Creativity

## MILITARY

- Collectivist
- Dependence
- Autocracy
- Hierarchy
- Rank
- Centralized
- High Structure
- Shared Purpose
- Controlled Environment

# Factors that Shape Veterans' Experiences

## 4) SELF-STIGMA AND STEREOTYPE THREAT

- *Common Stereotypes....*
- Public perception of veterans & military life – lack of awareness
- *Identity* - Seen as a veteran vs a complex individual (Stone & Stone, 2015)
- Major employers have programs to hire veterans and value their skills & experience
- Yet hold beliefs that impact recruiting & promotion: only 26% see veterans as “strategic assets” (Dillon, 2017)
- Concerns Veterans may not fit within their organizational culture

# Factors that Shape Veterans' Experiences

□ **STEREOTYPE THREAT:** When people believe they are judged as a member of a negatively stereotyped group (Schmader & Johns, 2003)

## *Employer Hiring Practices / Interviews:*

- 62% of veterans believe recruiters do not understand the benefits of hiring veterans (Dillon, 2017)
- Perceive Mental Health issues will affect other's judgment of them & not seek treatment (Britt , Greene-Shortridge, Britt, and Castro, 2007)

# Factors that Shape Veterans' Experiences

- **Stereotype Threat:** vigilant for cues their actions are being evaluated as a group member and impacts performance (Steele, 2001)
- *Social Exclusion* & lack of belonging; decreased job satisfaction, insecurity & supervisory support (Teclaw et. al, 2016)
- *“Belonging Uncertainty”* – impacts the ability to make social connections & performance (Walton & Cohen, 2011)
- Belongingness interventions have not been tested in the workplace.

# Factors that Shape Veterans' Experiences

## 5) DISCRIMINATION Veteran Status – “Support the Troops”

- Employers' Perceptions of Veterans & Biases
- Theory of Dyadic Morality (TDM) – looks at moral character & how people ascribe mental states to different targets: inconsistent stereotypes – veterans as heroic leaders but withdrawn & lacking emotional/interpersonal skills (Shepherd et al., 2019)
- “Thinkers-Doers” (Moral Agents) are heroes & villains who take action with being sensitive to a range of emotions **vs** “Vulnerable Feelers” (Moral Patients) are victims – less capable of Agency. Morally typecasting others (Gray & Wegner, 2009; Schein & Gray, 2017)
- Veterans seen as strong heroes who take action, more Agentic, moral, less capable of feeling, and more mechanistic than non-veterans (Shepherd, 2019)

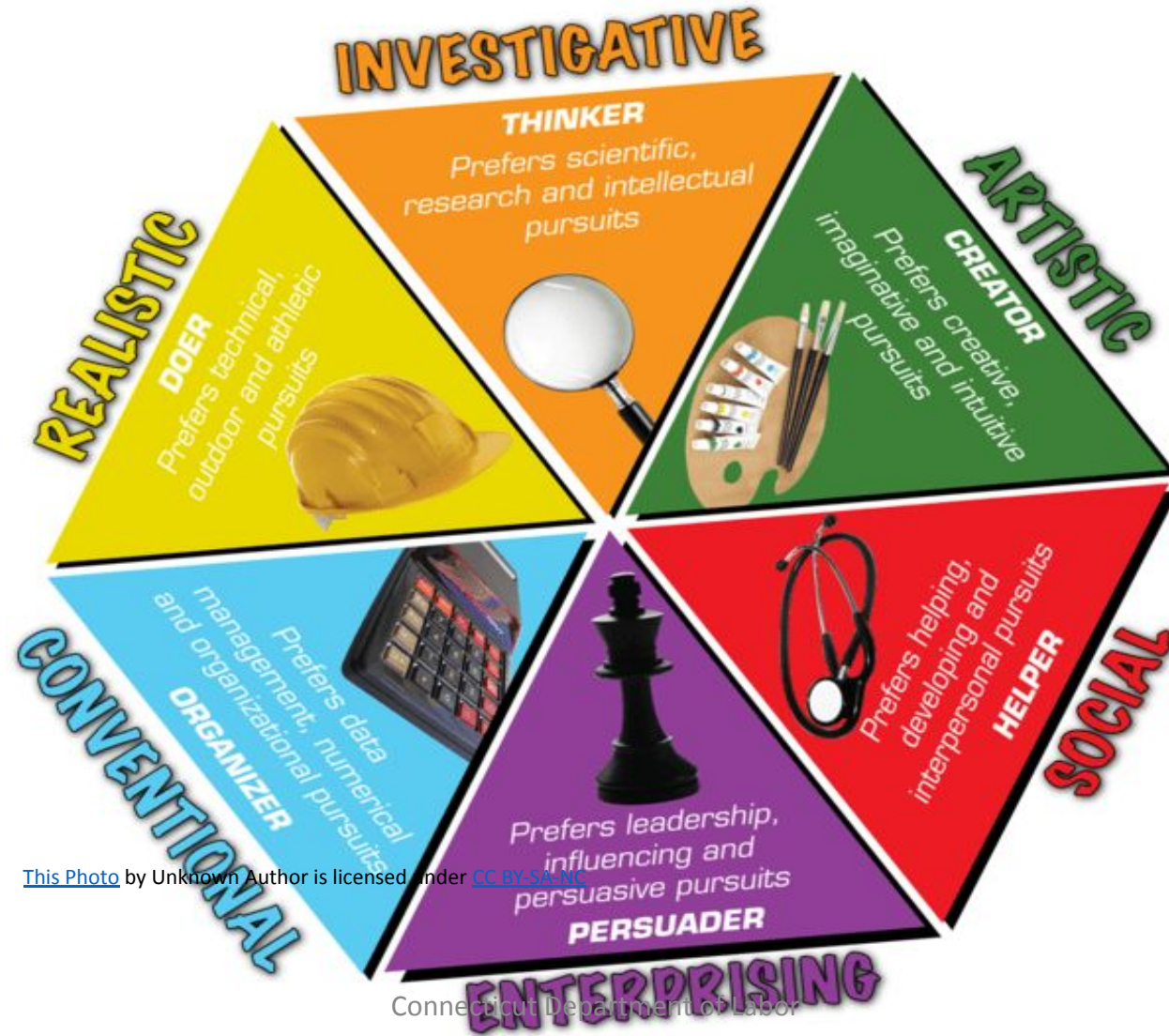


# Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)

- USERRA is a Federal law intended to ensure that persons who serve or have served in the Armed Forces, Reserve, National Guard, or other uniformed Services: (1) are not disadvantaged in their civilian careers because of their service; (2) are promptly reemployed in their civilian jobs upon their return from duty; and 3) are not discriminated against in employment based on past, present, or future military service.

[https://www.esgr.mil/USERRA/What-is-USERRA#:~:text=USERRA%20is%20a%20Federal%20law,return%20from%20duty%3B%20and%20\(3](https://www.esgr.mil/USERRA/What-is-USERRA#:~:text=USERRA%20is%20a%20Federal%20law,return%20from%20duty%3B%20and%20(3)

# John Holland's Career Theory Environment/Personality



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# Factors that Shape Veterans' Experiences

- **John Holland's theory (RAISEC)**– Veterans seen as best suited for **Realistic** and **Conventional** careers and ill-suited for social and artistic careers (Shepherd et al, 2019)
- Careers that require more ability to *Feel* were ranked as less suitable vs careers that require *Agency*
- Employer concerns: Difficult to make interpersonal connections with veterans because they lack social skills (Dillon, 2017; Stone et al, 2018, Stone & Stone, 2015)
- Over-represented in Maintenance, Manufacturing & other high agency / low emotion careers vs higher emotion & creative careers (Personal Care, Health, Food, Education and Arts & Entertainment (Schullker, 2017; White, 2018)

# Strategies / Tips

- Vast Differences/Individual (different Eras)
- Types of Barriers (housing, addiction transportation, justice involved, discharge)
- Career vs Non-Career Issues
- Career Paths – Variables
- Work-Life-School Balance

# Case Studies

□ 30 yr old

Individual Employment Plan – Goals & Objectives

Short, Intermediate, Long-Term:

- Immediate employment
- I/T Cybersecurity Education
- Eventual Employment in I/T

□ 65 yr old, shelter/housing, no formal training, education plan



# Q & A

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