

# EMPLOYMENT PROGRAMMING WHAT WORKS?

DATA FROM THE VETERANS METRICS INITIATIVE (TVMI)

Special Guests:

Dr. Daniel Perkins, PhD

Penn State's Clearinghouse for  
Military Family Readiness

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FOR MILITARY FAMILY READINESS

A PENN STATE APPLIED RESEARCH CENTER

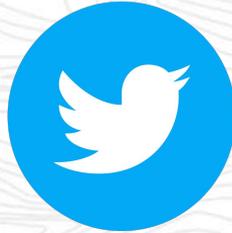
**VETERAN** NETWORK  
Veteran Evaluation & Research Applications Network



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# **COMBINED ARMS**

## **MISSION:**

**TO UNITE THE COMMUNITY TO  
ACCELERATE THE IMPACT OF VETERANS.**

## **VISION:**

**COMBINED ARMS IS REDESIGNING THE  
TRANSITION EXPERIENCE TO ELEVATE  
COMMUNITIES THROUGH INNOVATIVE  
COLLABORATION.**



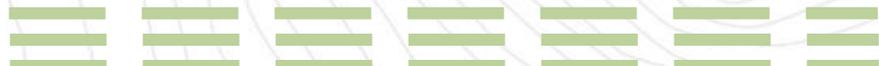
# KELLY FINN STÖRMER

**Executive Director  
Combined Arms Institute**



@KellyFStormer

Kelly Finn Störmer is the Executive Director of Combined Arms Institute formerly known as National Association of Veteran-Serving Organizations (NAVSO). She holds a BA from Villanova University and an MBA from The George Washington University. Kelly served as Surface Warfare Officer and received her commission through the Naval Reserve Officer Training Corps. She had two sea assignments in San Diego and served as the White House Liaison to the Secretary of the Navy, and as a White House Social Aide during the Bush Administration. After active duty service Kelly worked as a consultant for McKinney Rogers building high performance cultures in Fortune 500 organizations. Kelly is a 2020 Presidential Leadership Scholar, a member of the Daughters of the American Revolution, recently retired military spouse and a mom to three boys.





# ROSS DICKMAN

**Chief Operating Officer  
Hire Heroes USA**

Ross Dickman is the Chief Operating Officer of Hire Heroes USA. He holds a BS from the United States Military Academy, a MA from Teachers College at Columbia University, and an MBA from the Terry College of Business at the University of Georgia. Ross served 12 years in the US Army as an Apache Helicopter pilot, including two deployments to Iraq. Ross joined Hire Heroes USA in 2015 as the Director of the Independence Project, a research program studying disabled veterans employment. In 2020 Ross served as the Interim CEO of Hire Heroes USA. Ross resides in Connecticut with his wife and daughter.

  
HireHeroesUSA

# **COMBINED ARMS INSTITUTE**

## **MISSION:**

**MAXIMIZE THE IMPACT OF THE  
VETERAN-SERVING COMMUNITY**

## **VISION:**

**VETERANS AND MILITARY FAMILIES HAVE  
ACCESS TO HIGH QUALITY SERVICES IN  
THE COMMUNITIES WHERE THEY LIVE**

# COMBINED ARMS INSTITUTE

**VSO 2.0**

**POLICY & RESEARCH**

**COLLABORATION**

**The Combined Arms Institute utilizes  
these THREE PILLARS as the core of our  
work.**



Hire Heroes USA empowers U.S. military members, veterans and military spouses to succeed in the civilian workforce.

Our personalized support has helped over 52,000 veterans and military spouses get hired.

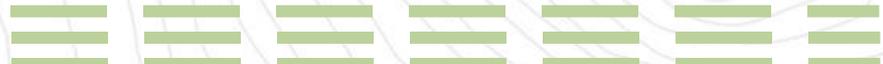




# DANIEL F. PERKINS, PHD

## Principal Scientist , Clearinghouse for Military Family Readiness

Daniel F. Perkins is a Professor of Family and Youth Resiliency and Policy at the Pennsylvania State University. He is principal scientist and founder of an applied research center, the Clearinghouse for Military Family Readiness at Penn State (<http://www.militaryfamilies.psu.edu/>). Dr. Perkins has been designing and evaluating strengths-based family and youth development programs in 4-H and Cooperative Extension and leading complex projects for more than 20 years. Dr. Perkins was a co-principal investigator on The Veteran Metrics Initiative: Linking Program Components to Post-Military Well-Being study (TVMI study), which was a large-scale longitudinal study of transition veterans that recently completed data collection. On the TVMI study, he leads efforts to characterize programs veterans use as they reintegrate into civilian life and distill the programs into their common components. Ultimately, he is examining the link between common program components and veteran well-being throughout the transition process. Finally, Dr. Perkins just recently completed an appointment as a member of the National Academies of Sciences, Engineering, and Medicine Committee on the Well-Being of Military Families.



# *Veteran Employment Programming: What Works?*

Presenter: Daniel F. Perkins, Ph.D.

Contributors: Nicole R. Morgan, Ph.D., & Kimberly J. McCarthy

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May 12, 2021



**PennState**

## The Veterans Metrics Initiative (TVMI) Sample



Vogt, D., Perkins D. F., Copeland L. A., Finley, E. P., Jamieson, C. S., Booth, B., Lederer, S., & Gilman, C. L. (2018). The Veterans Metrics Initiative study of US veterans' experiences during their transition from military service. *BMJ Open* 8(6), e020734. doi:10.1136/bmjopen-2017-020734

<https://bmjopen.bmj.com/content/8/6/e020734>

- 3-year longitudinal study (public dataset will be available in Spring/Summer 2021)
  - Coordinated by the Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc.
- National sample of 9,566 veterans who completed the survey at Wave 1
  - Participants were recruited in the fall of 2016
  - 23% response rate by newly separated U.S. veterans
- Non-response weights were computed to adjust for gender, rank/paygrade, and branch (full population of 48,695 eligible veterans)



## VETERANetwork

Veteran Evaluation and Research Applications Network

*The VETERANetwork will act as an applied research and evaluation unit for philanthropies, foundations and other veteran-serving, non-profit organizations. It will address questions and issues related to veterans' transitions to civilian lives.*

# Veteran Evaluation and Research Applications Network

## CLEARINGHOUSE FOR MILITARY FAMILY READINESS

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Our team at the Clearinghouse includes:

Dr. Daniel F. Perkins

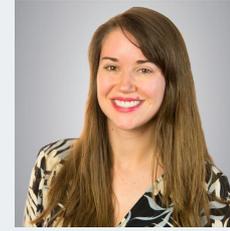
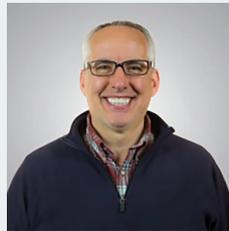
Dr. Keith R. Aronson

Dr Nicole R. Morgan

Ms. Kimberly J. McCarthy

Ms. Julia A. Bleser

Dr. Jessie Rudi



## TVMI and VETS Study Data Collection Timeline



## TVMI and VETS Study Participants



	Eligible Population (n=48,965)	TVMI Wave 1 (3 months after discharge) (n=9,566)	VETS (51 months after discharge) (n=3,205)
Male	84.1%	81.8%	80.9%
Female	15.9%	18.2%	19.1%
Army	32.1%	32.9%	32.0%
Navy	18.8%	19.2%	20.0%
Air Force	13.5%	19.0%	19.7%
Marines	17.2%	15.9%	16.2%
National Guard/Reserve	18.4%	12.9%	12.1%
E1-E4 Junior Enlisted	41.4%	27.5%	29.3%
E5-E6 Mid-Grade Enlisted	29.5%	30.0%	30.1%
E7-E9 Senior Enlisted	13.4%	17.9%	16.0%
W1-W5 Warrant Officers	1.1%	1.6%	1.3%
O1-O3 Junior Officers	6.4%	8.4%	9.3%
O4-O10 Senior Officers	8.1%	14.7%	13.9%

*Note: 3,205 VETS participants consented; 3,180 completed the survey.*

## TVMI and VETS Study Participants Continued



	TVMI Wave 1 (3 months after discharge) (n=9,516)	VETS (51 months after discharge) (n=3,191)
White Non-Hispanic	65.0%	70.0%
Black Non-Hispanic	10.8%	8.3%
Hispanic	13.8%	13.0%
Asian Hawaiian Pacific Islander Non-Hispanic	4.4%	2.6%
Other Race Non-Hispanic	6.0%	6.0%

- Components #3 - Shorten the length of time it takes to secure a job after discharge and increase starting salaries by fostering early participation in targeted employment components.
- Components #4 - Ensure programs/services utilize evidence-informed, employment components linked to increased job promotion for veterans.
- Components #5 - Advocate for continued use of employment components, as they are related to better employment opportunities for veterans.

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# Effective Employment Program Components

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- **Content**: What does the program teach or what information does it provide?

- e.g., coping skills, information on how to write a resume, search for available jobs

- **Process**: How does the program convey information or teach skills?

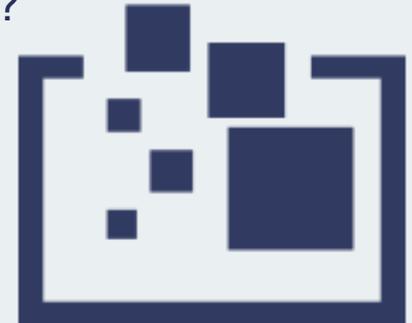
- Mode of delivery: in-person, online, phone
- Method of delivery: lecture format, mentoring, peer-to-peer interaction

- **Barrier Reduction**: Does the program provide tangible supports or does it reduce barriers to accessing the program?

- e.g., transportation to the program, reducing stigma

- **Sustainability**: How does the program keep participants engaged once formal programming has ended?

- e.g., community referrals, alumni groups

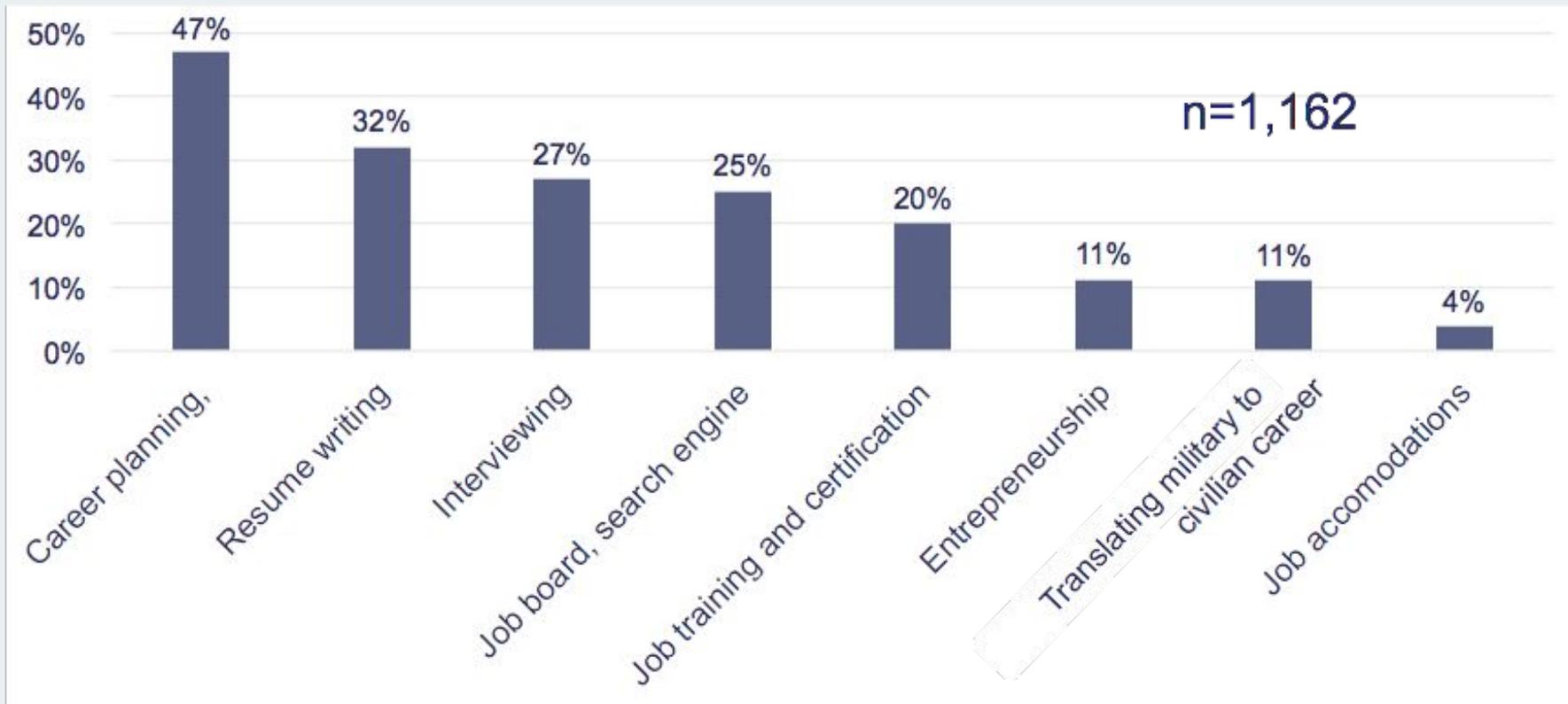


### Reasons identified for the vocational domain (i.e., no employment or education programs used):

- 37.8% said they had no need
- 15.0% were not sure for what/if they were eligible
- 12.9% had not found a program which met their needs
- 11.1% did not know where to get help



## Frequency of Employment Components by Program





- Logistic regression measures the relationship between the dichotomous (yes/no) outcome variable and the predictor variable(s).
  - Includes more than one predictor
  - Determines which groups are more or less likely to experience the outcome
- An odds ratio of 1 indicates there is equal probability for each group to experience the outcome.

## Top Ranked Components for Getting a Job



Wave 1 - Component and Process	Odds in Wave 2	Odds in Wave 3
Interviewing, mentor/coach	--	2.75 times
Resume-writing, mentor/coach	91%	2.28 times
Translating military to civilian work, mentor	--	2.19 times
Translating military to civilian work, direct instruction	73%	--
Networking conference	--	2.06 times
Career planning, exploration, interactive online	47%	--
Virtual seminars		2.0 times



Wave 2 - Component and Process	Odds in Wave 3	Odds in Wave 4
Networking conference	3 times	3 times
Career planning, exploration, interactive online	2 times	88% more likely
Job training and certification, direct instruction	--	98% more likely
Career planning, exploration, mentor/coach	69% more likely	--



# POLL

**Which content components do you use in your veterans' programs?**

- Interviewing
- Resume Writing
- Translating Military-to-Civilian Work
- Networking Conference
- Career Planning and Exploration
- Job Training and Certification

- In general, veterans who are Black non-Hispanic, Hispanic, and “Other” (race) non-Hispanic were less likely to find a job at Wave 3 (15-months post-separation) than White non-Hispanic veterans (among those looking for a job at Wave 1)
- However, when examining only Black non-Hispanic veterans, they were:
  - 3 times more likely to find a job if they used a mentor/coach with interviewing content
  - 3 times more likely to find a job if they used a mentor/coach with resume writing content
  - 2.5 times more likely to find a job if they used direct instruction and mentors for career planning and exploration

## Top Ranked Components for Getting a Promotion



Wave 1 - Component and Process	Odds in Wave 2	Odds in Wave 3
Networking conference	--	38% more likely
Job training and certification, mentor/coach	--	38% more likely
Translating military to civilian work, direct instruction	--	37% more likely



Wave 2 - Component and Process	Odds in Wave 3	Odds in Wave 4
Job training and certification, mentor/coach	--	50% more likely
Translating military to civilian work, interactive online	40% more likely	--
Translating military to civilian work, direct instruction	--	37% more likely
Resume-writing, interactive online	31% more likely	29% more likely
Career planning, exploration, networking group	30% more likely	--

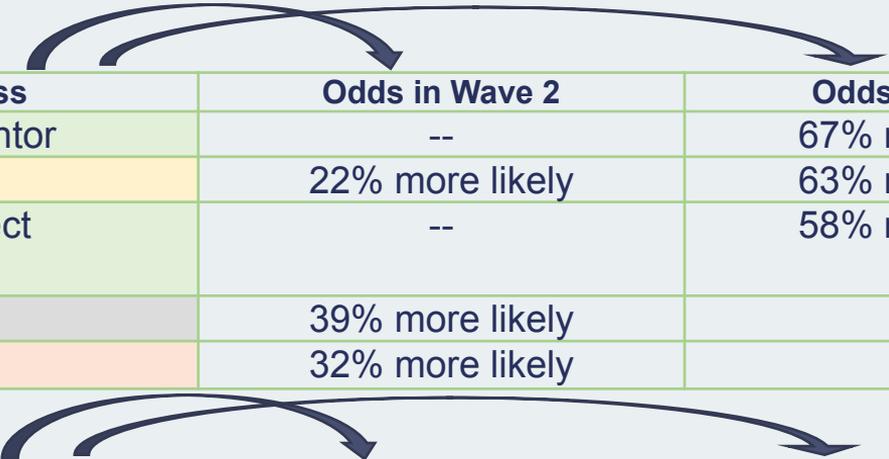
## Top Ranked Components for Getting a Promotion



Wave 3 - Component and Process	Odds in Wave 4	Odds in Wave 5
Job training and certification, mentor/ coach	32% more likely	--
Job training and certification, peer learning	31% more likely	--
Career planning, exploration, networking group	30% more likely	--

Only a single Wave 4 component was significant: Virtual Career Fair (59% more likely).  
No components were related to Wave 6.

## Top Ranked Components for Leaving for a Better Job Opportunity



Wave 1 - Component and Process	Odds in Wave 2	Odds in Wave 3
Translating military to civilian work, mentor	--	67% more likely
Interviewing, direct instruction	22% more likely	63% more likely
Translating military to civilian work, direct instruction	--	58% more likely
Virtual seminars	39% more likely	--
Career planning, interactive online	32% more likely	--

Wave 2 - Component and Process	Odds in Wave 3	Odds in Wave 4
Interviewing, mentor/coach	51% more likely	--
Networking conference	40% more likely	41% more likely
Resume-writing, mentor/ coach	39% more likely	--
Translating military to civilian work, mentor	--	36% more likely
Career planning, direct instruction	--	31% more likely

## Top Ranked Components for Leaving for a Better Job Opportunity



Wave 3 - Component and Process	Odds in Wave 4	Odds in Wave 5
Virtual seminars	81% more likely	62% more likely
Career planning, interactive online	77% more likely	--
Resume-writing, direct instruction	44% more likely	--
Job training and certification, mentor/coach	--	63% more likely
Networking conference	--	58% more likely



Wave 4 - Component and Process	Odds in Wave 5	Odds in Wave 6
Entrepreneurship, direct instruction	2.6 times	--
Resume-writing, direct Instruction	96% more likely	--
Virtual seminars	92% more likely	99% more likely
Resume-writing, interactive online	--	87% more likely
Career planning, interactive online	--	56% more likely



# POLL

**Which process components do you use in your veterans' programs?**

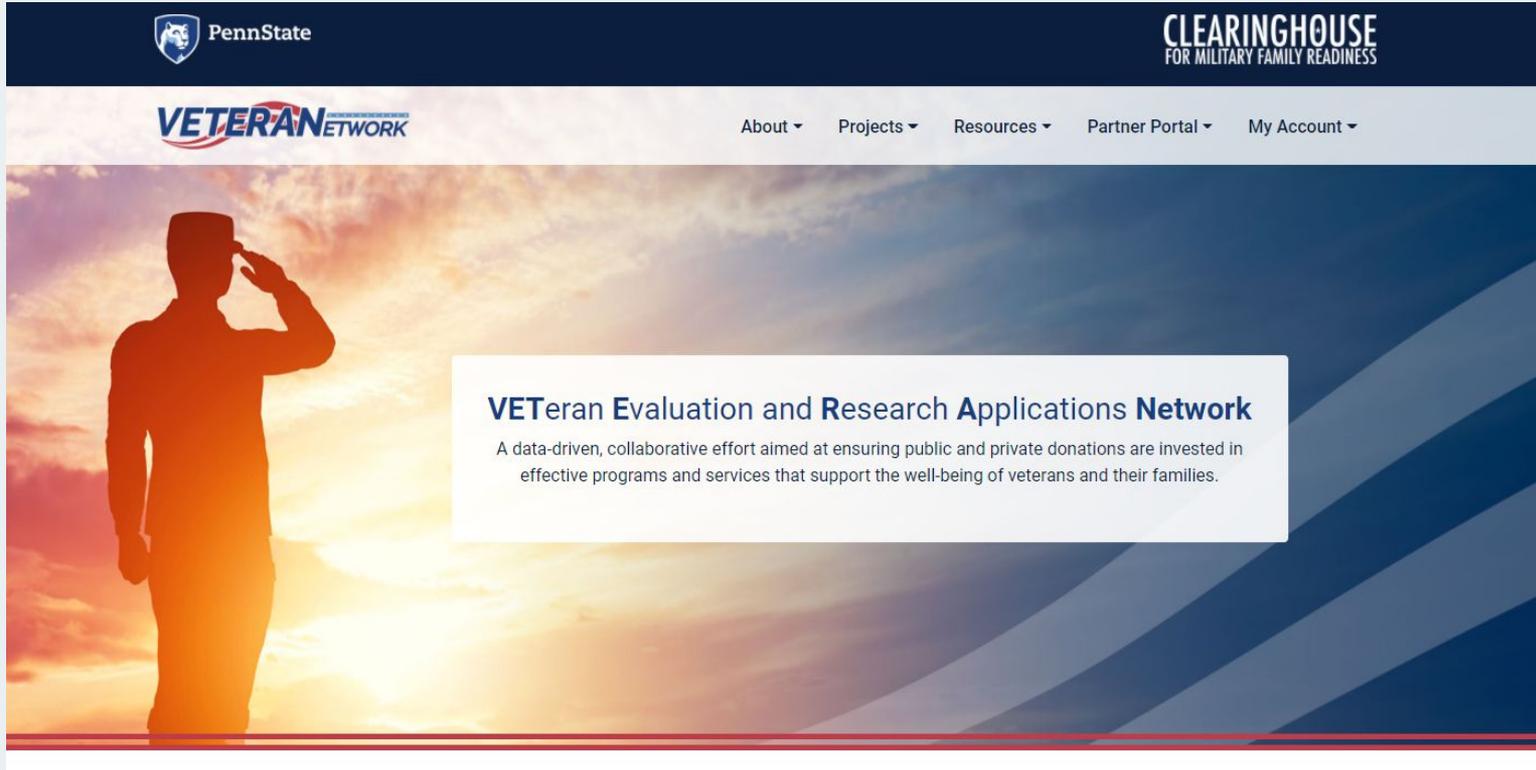
- In-person
- Online
- Phone
- Lecture
- Mentoring
- Peer-to-peer interaction

## Tally of Times as a Significant Component

Component (Content Process)	Total Number of Effective Results Across All Employment Outcomes and Waves (1-6)
Virtual seminars	13
Career planning, exploration, interactive online	12
Networking conference	11
Resume-writing, direct instruction	10
Resume-writing, interactive online	10
Translating military to civilian work, mentor	9
Career planning, exploration, direct instruction	9
Career planning, exploration, mentor/coach	7
Career fair	7
Career planning, networking group	6
Job training and certification, direct instruction	6

## Tally of Times a Component is Ranked

Component (Content Process)	Total Number of Times a Component is Identified as Top Ranked Across All Employment Outcomes and
Networking conference	7
Career planning, exploration, interactive online	6
Virtual seminars	6
Job training and certification, mentor/coach	4
Translating military to civilian work, direct instruction	4
Resume-writing, mentor/coach	3
Resume-writing, interactive online	3
Translating military to civilian work, mentor	3
Resume-writing, direct instruction	2
Interviewing, mentor/coach	2
Career planning, exploration, networking	2



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**VETERAN** Evaluation and Research Applications Network

A data-driven, collaborative effort aimed at ensuring public and private donations are invested in effective programs and services that support the well-being of veterans and their families.

# Thank You

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## Contact Us:



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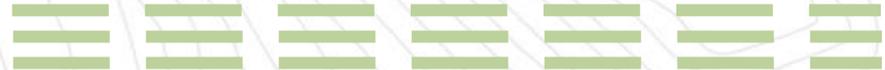


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# QUESTIONS - COMMENTS



## POST-WEBINAR SURVEY



# OBSERVANCES / EVENTS

## May

- Military Appreciation Month
- Month of the Military Caregiver
- Mental Health Awareness Month
- Asian American Pacific Islander Heritage Month

## May

Asian American Pacific Islander Heritage Month Discussion

**May 20th - 1100 CDT**

Partner Webinar:  
What to Ask and When to Ask It: Questioning Strategies for Donor Conversations

**May 19th - 1300 CDT**

**Snax & Vax**

Combined Arms Transition Center

**May 22nd - 1000 - 1400 CDT**

