

# Effective Employment Program Components

*Data from The Veteran Metrics Initiative*

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**PennState**

# The Veterans Metrics Initiative: Research Aims

## Aim 1:

- Document veteran well-being in 4 key domains – mental and physical health, vocation, finances, and social relationships – over the first 3 years of the transition from military service to civilian life
- Identify factors associated with better and worse well-being

## Aim 2:

- Describe programs used by veterans as they reintegrate into civilian life and distill them into their components, identifying common components across programs

## Aim 3:

- **Identify program components that are associated with changes in well-being following separation from military service**

# Aim of the Webinar Series



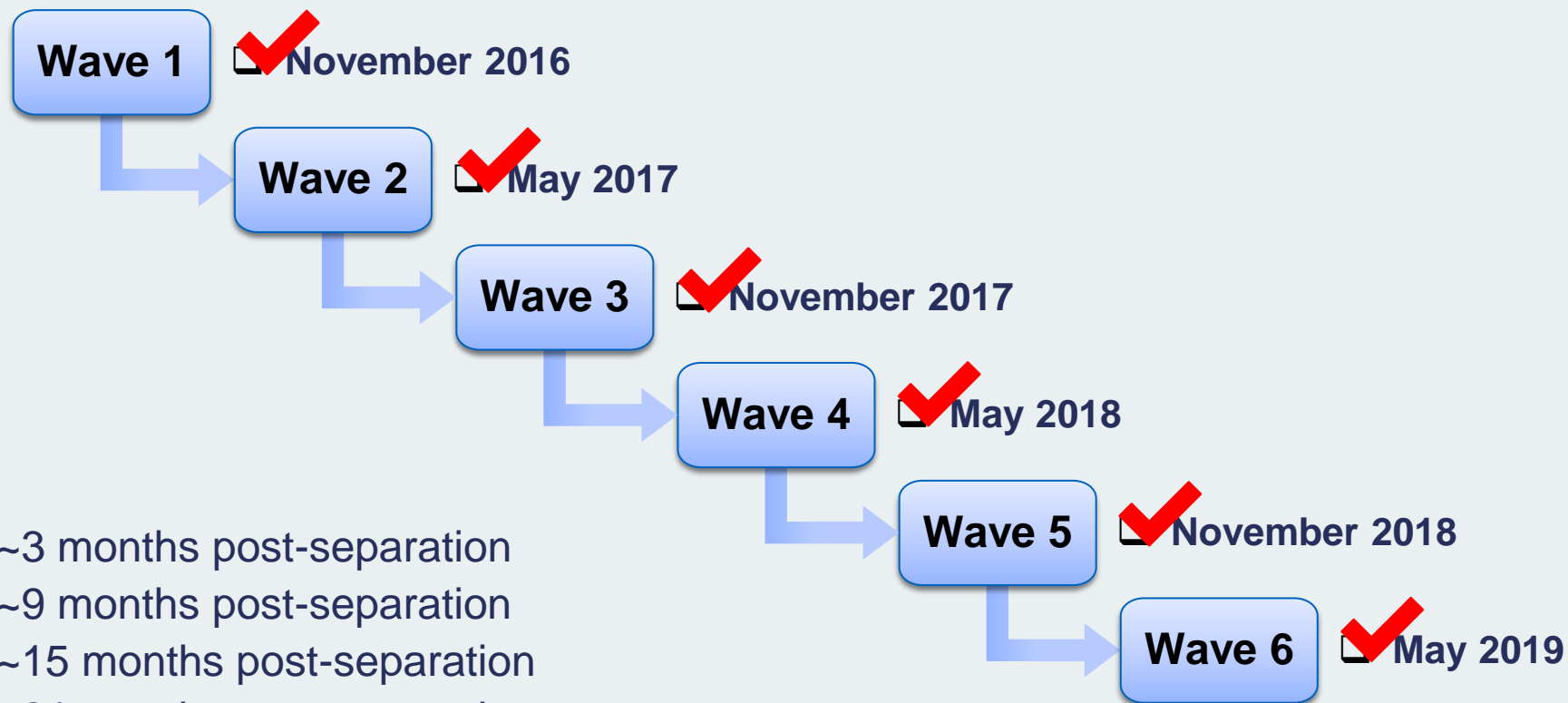
## Deep Dive into the Data

# Study Participants



	Population (n=48,965)	Wave 1 (3 months) (n=9,566)	Wave 6 (33 months) (n=5,258)
Male	84.1%	81.8%	81.5%
Female	15.9%	18.2%	18.5%
Army	32.1%	32.9%	31.0%
Navy	18.8%	19.2%	19.3%
Air Force	13.5%	19.0%	19.9%
Marines	17.2%	15.9%	16.6%
National Guard/Reserve	18.4%	12.9%	12.4%
E1-E4 Junior Enlisted	41.4%	27.5%	28.5%
E5-E6 Mid-Grade Enlisted	29.5%	30.0%	29.9%
E7-E9 Senior Enlisted	13.4%	17.9%	16.7%
W1-W5 Warrant Officers	1.1%	1.6%	1.5%
O1-O3 Junior Officers	6.4%	8.4%	9.0%
O4-O10 Senior Officers	8.1%	14.7%	14.5%

# TVMI Data Collection Timeline



Wave 1 (**W1**): ~3 months post-separation

Wave 2 (**W2**): ~9 months post-separation

Wave 3 (**W3**): ~15 months post-separation

Wave 4 (**W4**): ~21 months post-separation

Wave 5 (**W5**): ~27 months post-separation

Wave 6 (**W6**): ~33 months post-separation

# Employment Takeaways

- Well-being #2 - Veterans' perceptions of underemployment are prevalent; enact a multi-pronged approach to enable veterans to translate their military skills into the civilian workplace and to promote awareness among employers about the skills sets and assets that veterans possess.
- 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.

# Underemployment: “I have a job, but...”

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# Agenda

- Underemployment
  - What is it?
  - Who is at risk?
  - What are the consequences?
- TVMI data
- Strategies to address underemployment



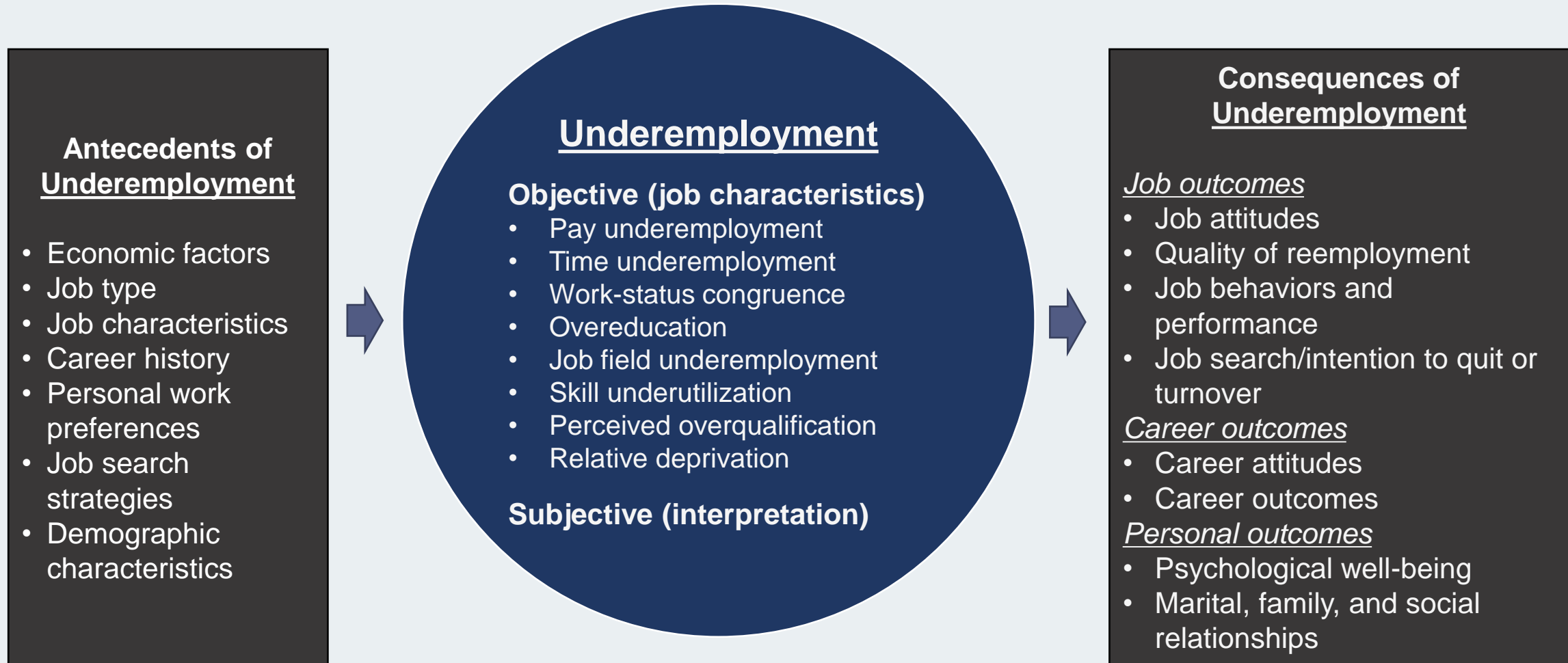


# Underemployment

When workers are employed in jobs that do not meet their goals and expectations.

Categorization	Definition
<b>Pay-based underemployment</b>	Individual earning less pay than his or her last job or less pay than what is typical for the industry
<b>Time-based underemployment</b>	Individual working fewer hours than they desire (i.e., involuntary part-time work)
<b>Skill-based underemployment</b>	Individual has education, experience or skills beyond requirements for job; individual who holds skills for which there is low market-place demand

# Antecedents and Consequences of Underemployment



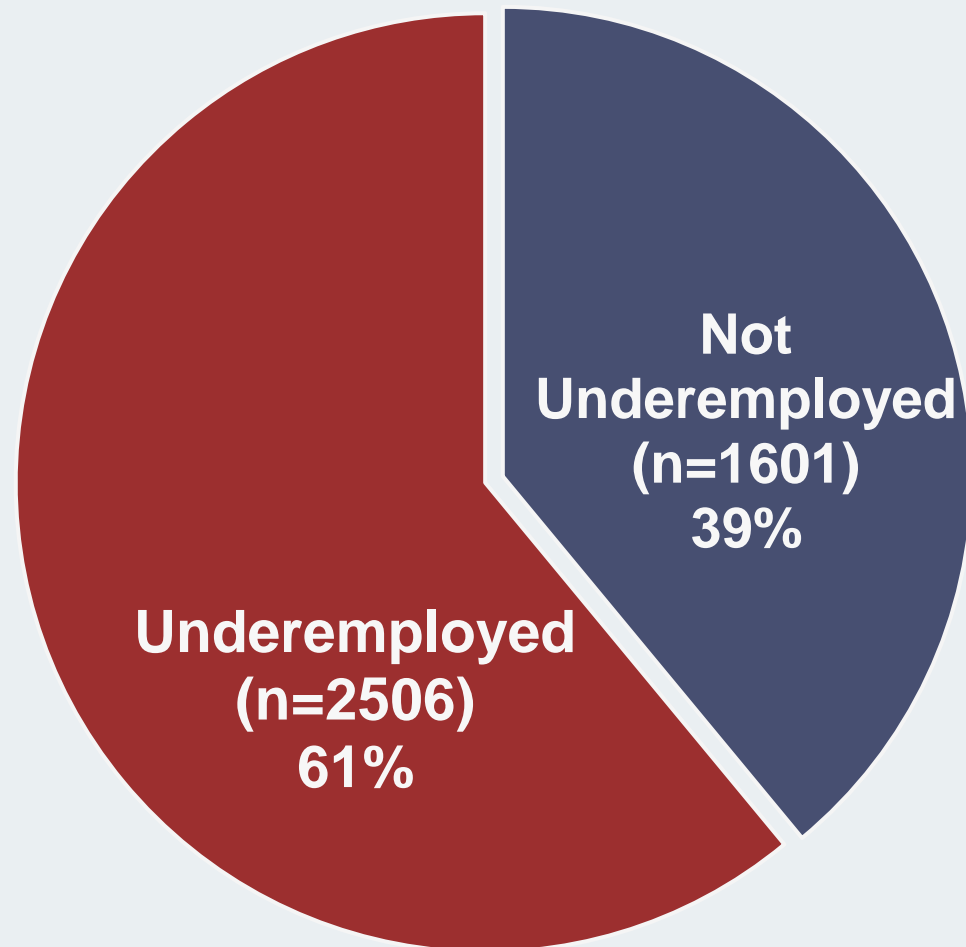
Adapted from Feldman, 1996; McKee & Harvey, 2011

# Veteran Underemployment Studies

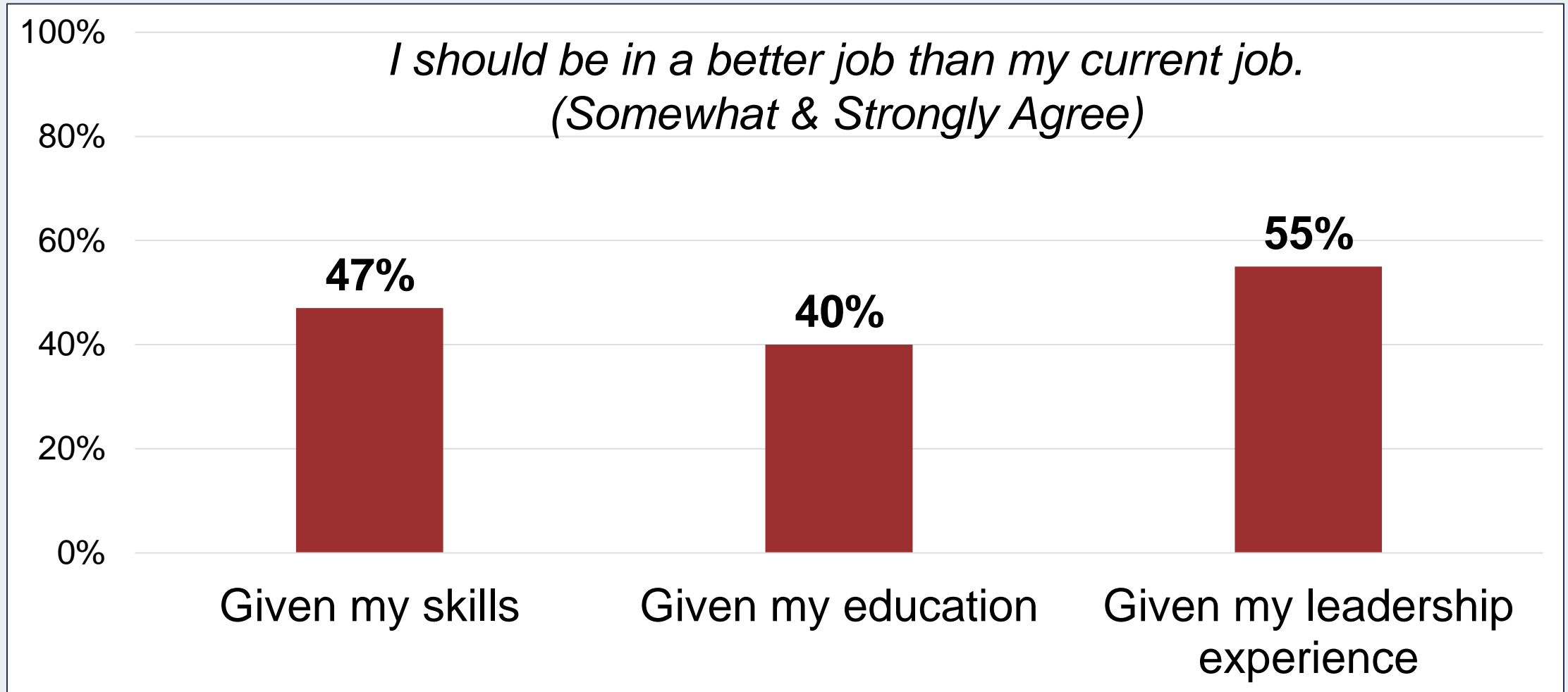
- **ZipRecruiter and Call of Duty Endowment Study (Barrera & Carter, 2018)**
  - Underemployment affects more veteran job seekers than non-veteran job seekers.
  - One-third of veteran job seekers underemployed.
  - Veterans were underemployed at a rate that was 15.6% higher than non-veteran job seekers.
  - Veterans were more likely to be employed while searching for a job compared to non-veterans.
- **LinkedIn Veteran Opportunity Report**
  - Veterans were more likely to stay in a job longer, more likely to be promoted earlier, and more likely to have a graduate degree.
  - Veterans with a bachelor's degree had 2.9 times more work experience than non-veterans.



# TVMI Wave 6 Veteran Underemployment Findings

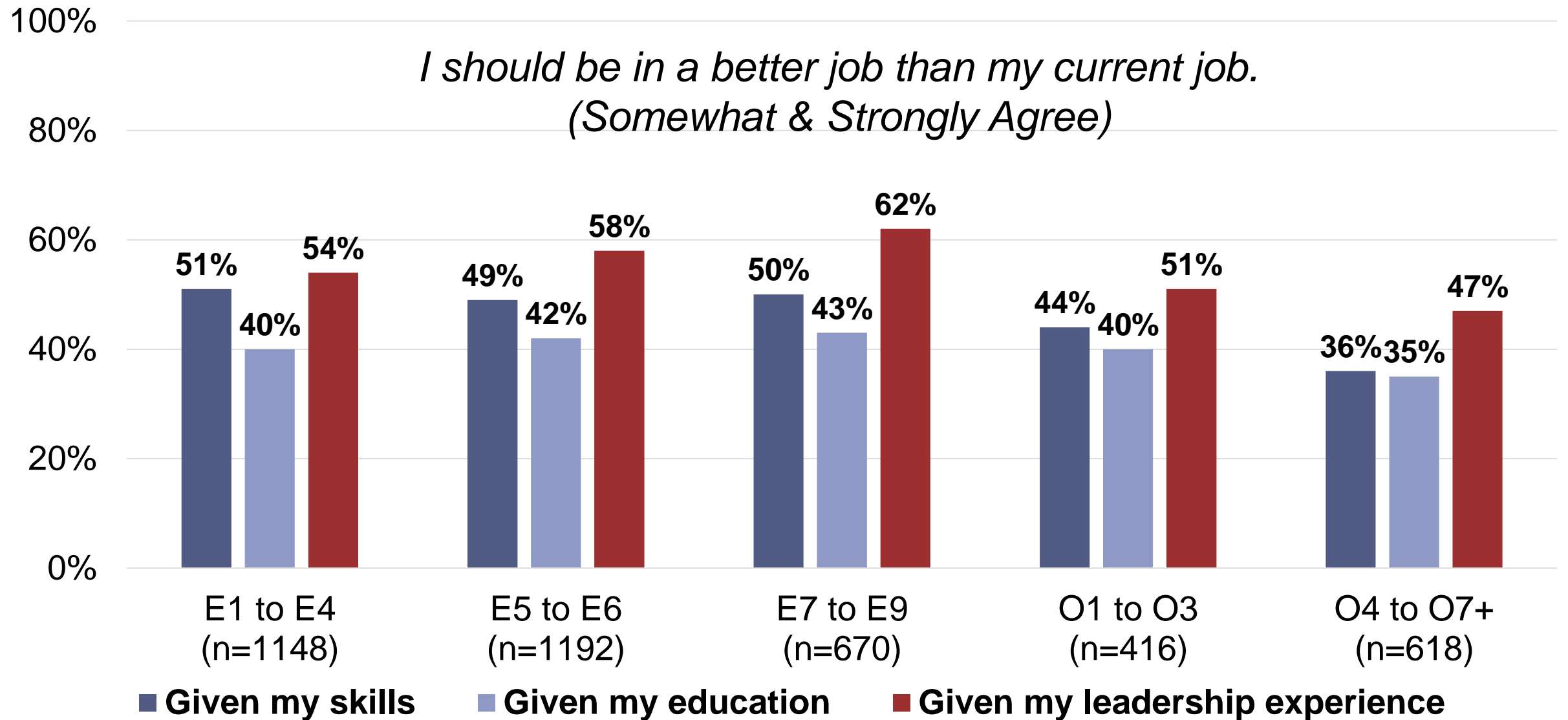


# Veterans Beliefs Regarding Underemployment

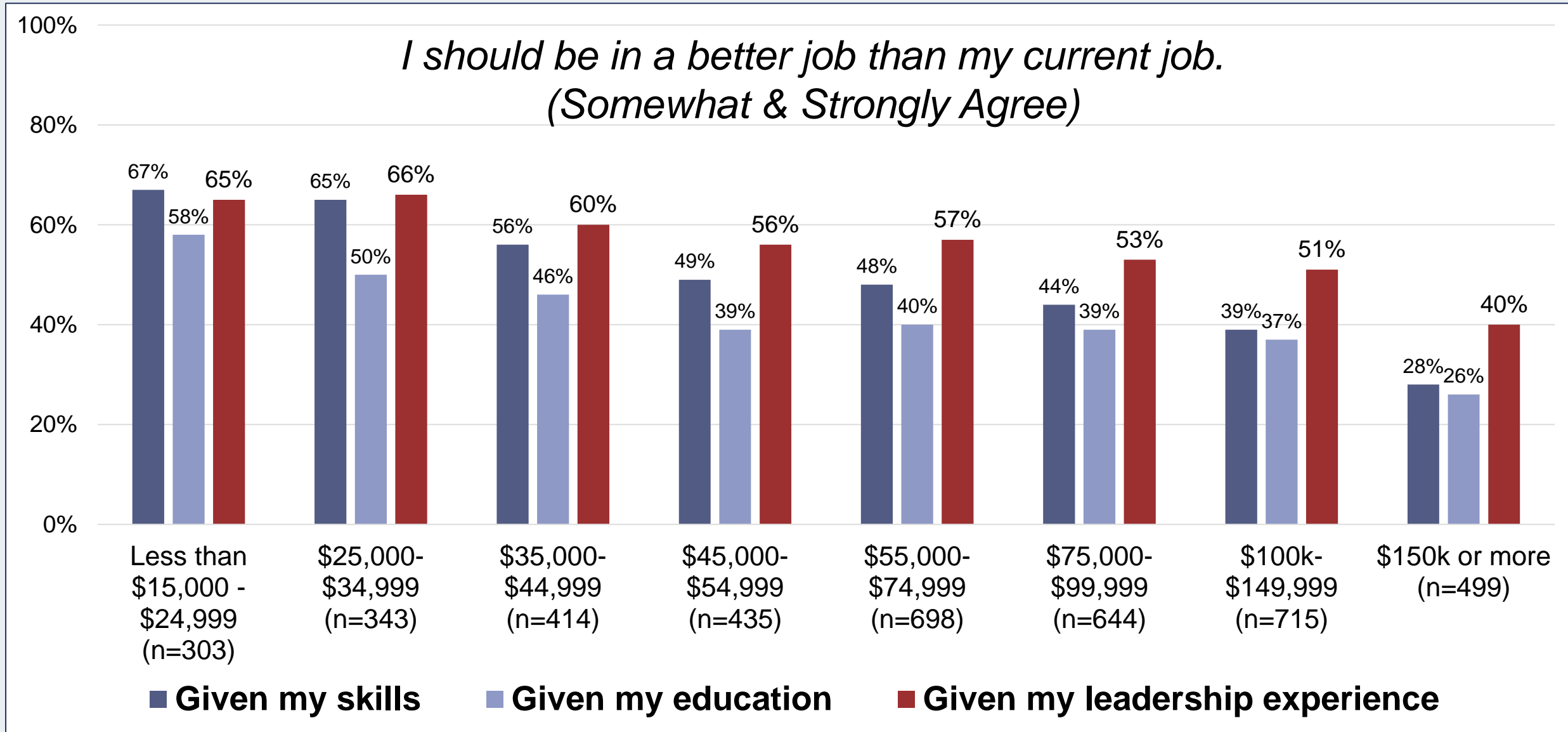


# Thoughts Regarding Underemployment by Paygrade

*I should be in a better job than my current job.  
(Somewhat & Strongly Agree)*



# Thoughts Regarding Underemployment by Salary



# Strategies to Address Underemployment

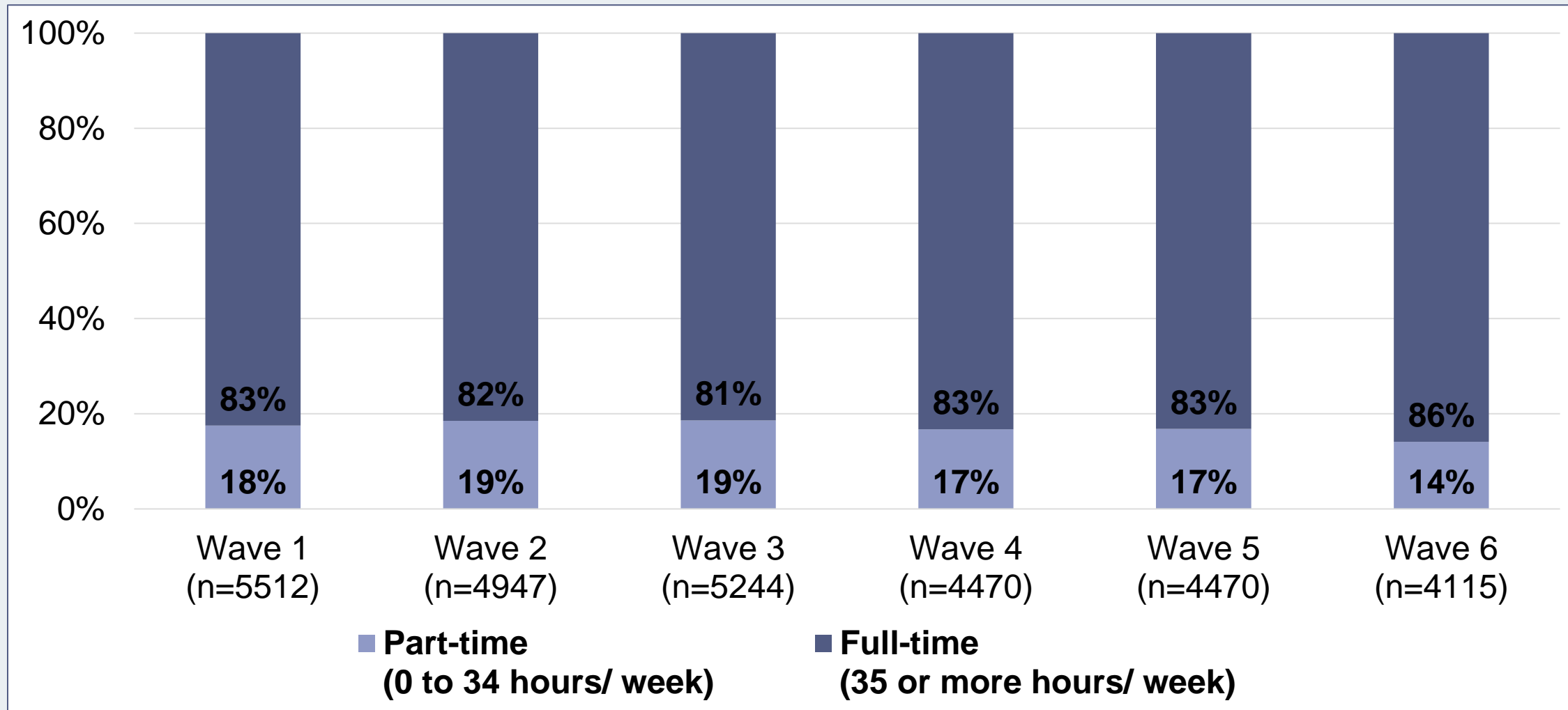
- Veteran programming
  - Expectation management around transition
  - Career planning and exploration
  - Translation of military skills into the civilian workplace
  - Encourage attendance at civilian networking opportunities
- Employer education about veterans' skills and assets
- Underemployment conceptualization and measurement
  - Bureau of Labor Statistics underemployment measurement
  - Include subjective measures of underemployment (TVMI strength)



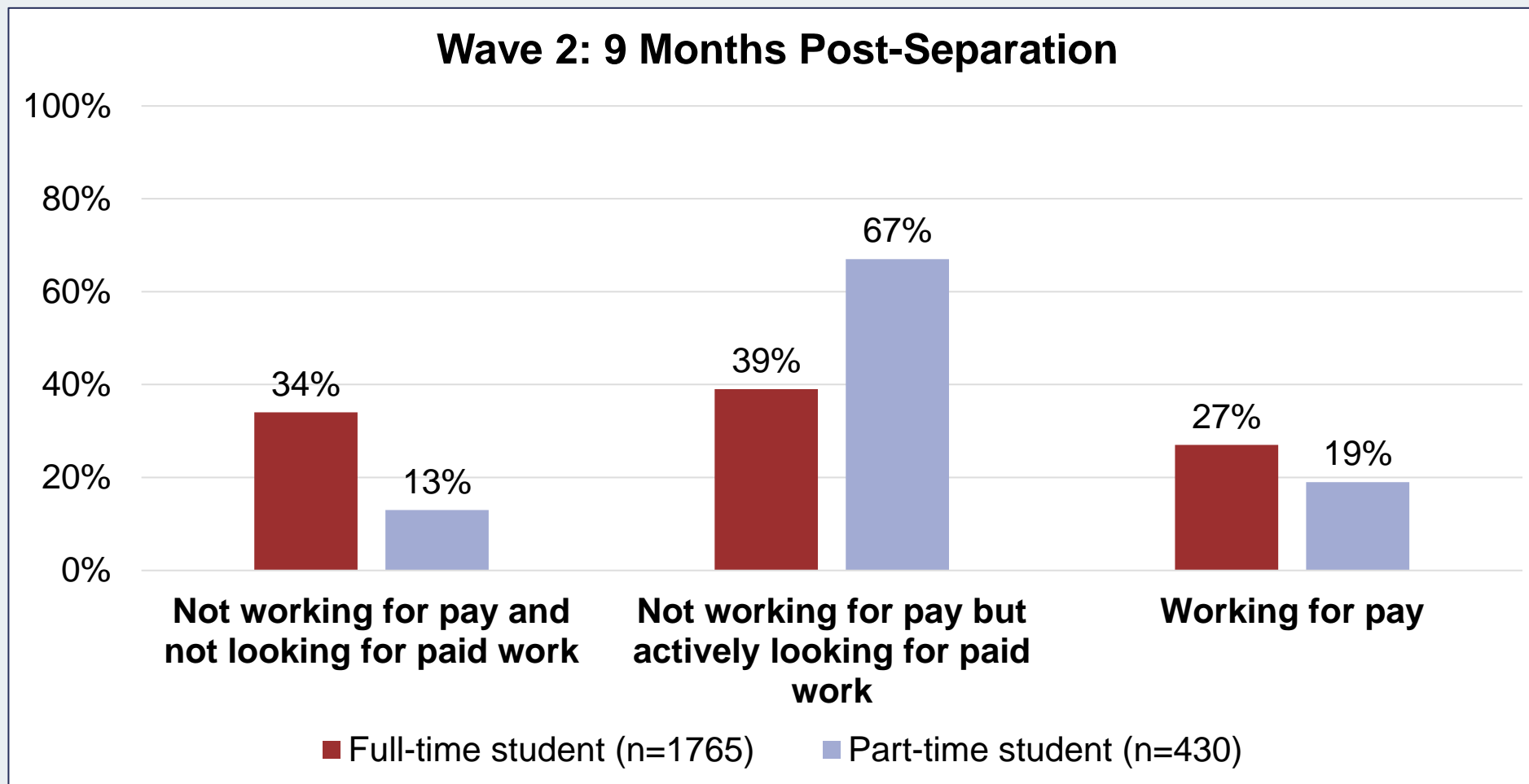
# Effective Employment Program Components

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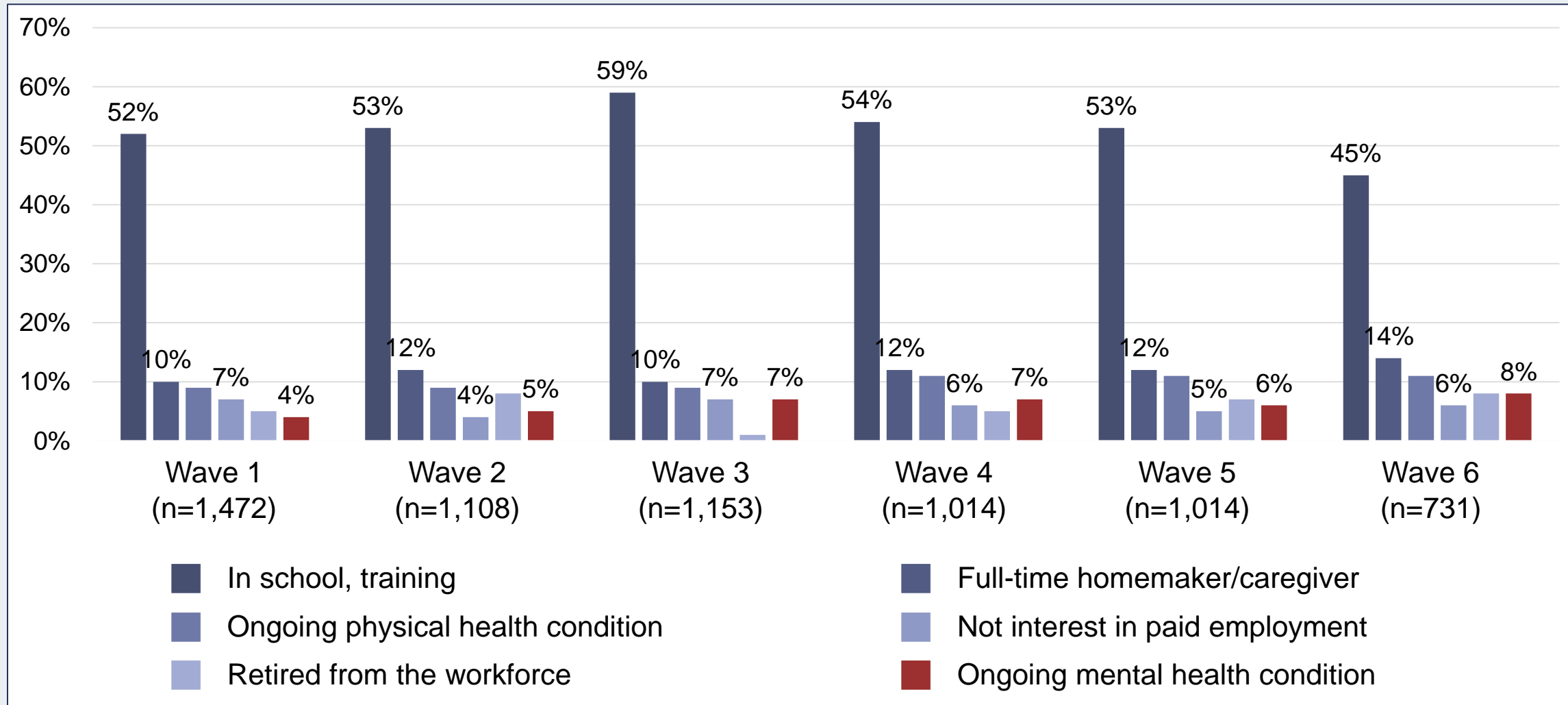
# Full- and Part-Time Employment Status



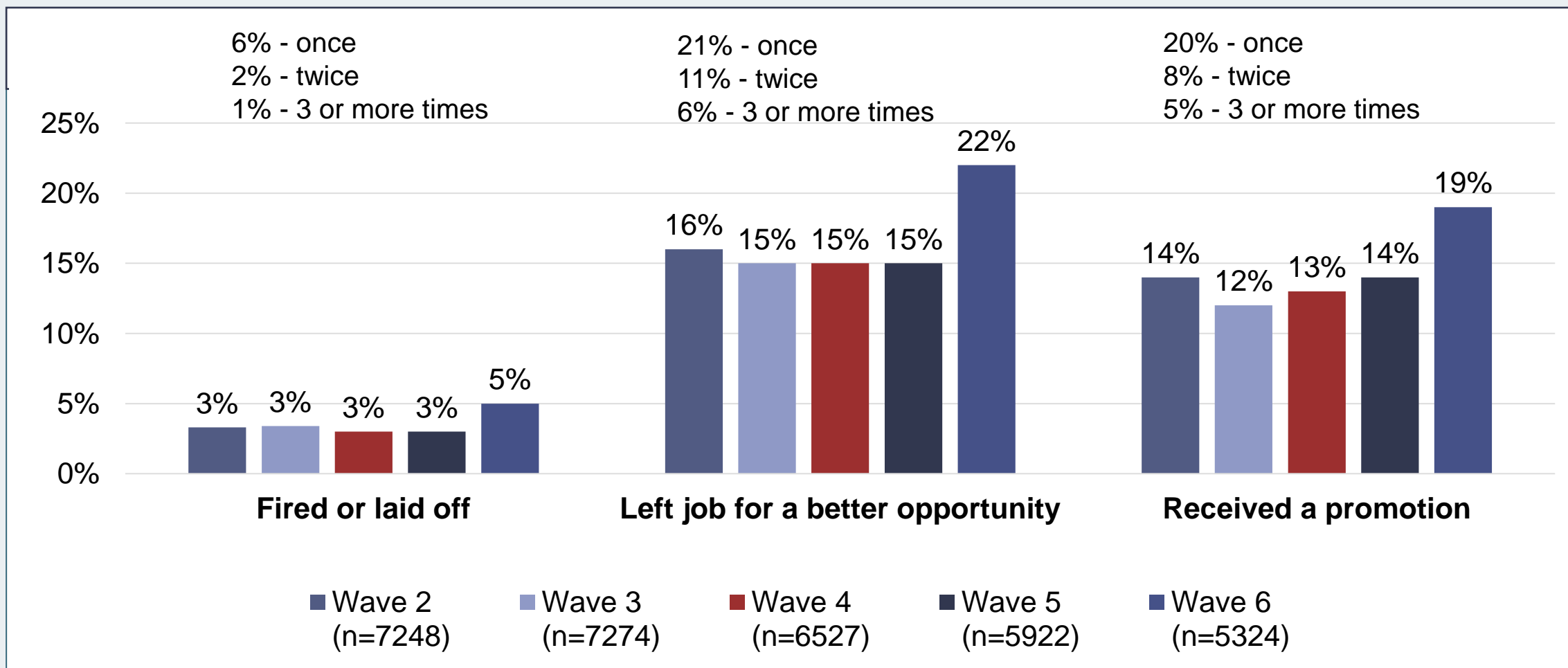
# Labor Force Participation and Student Status



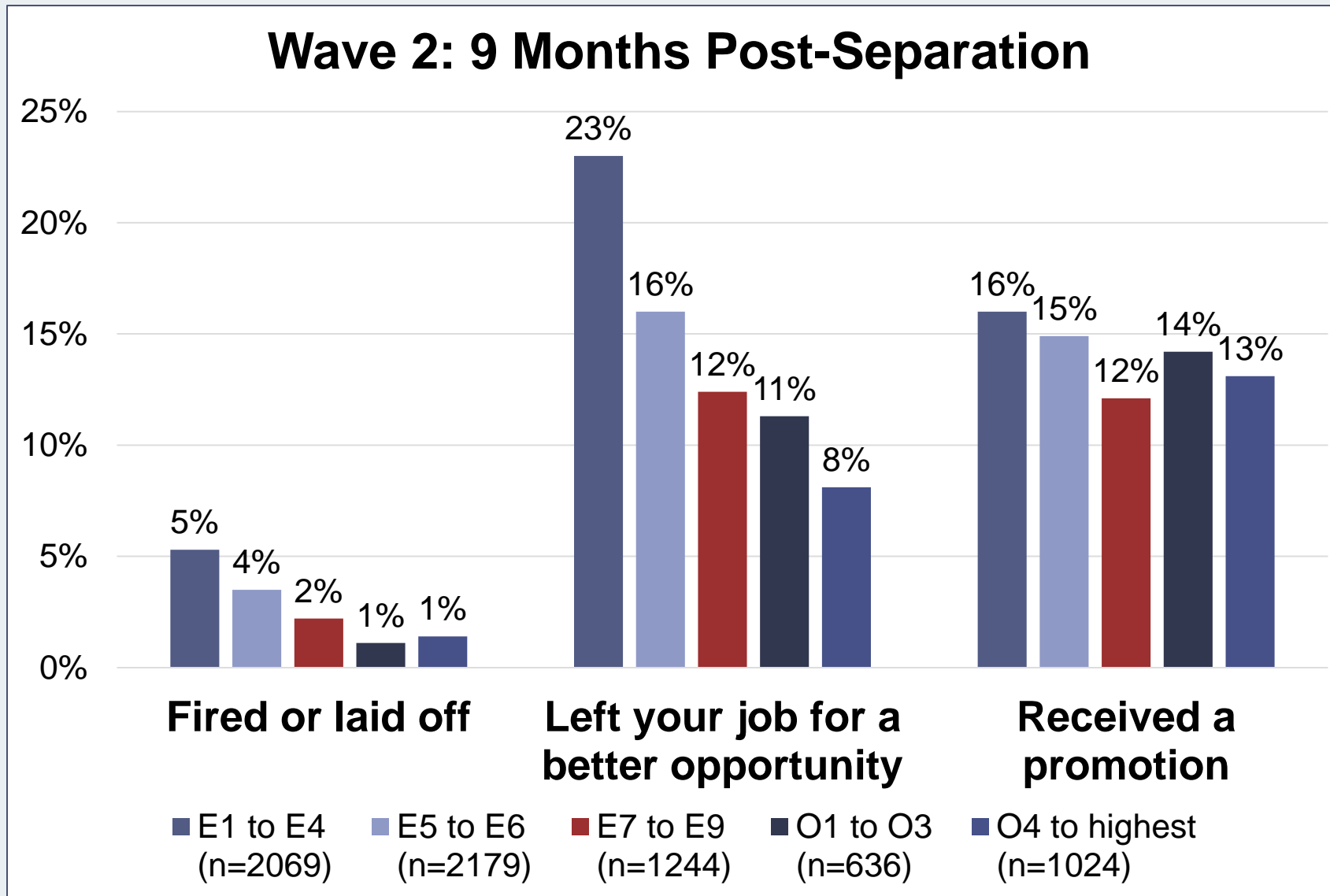
# Reasons Why Veterans Were Not Looking for Work



# Changes in Employment from Wave 2 to Wave 6

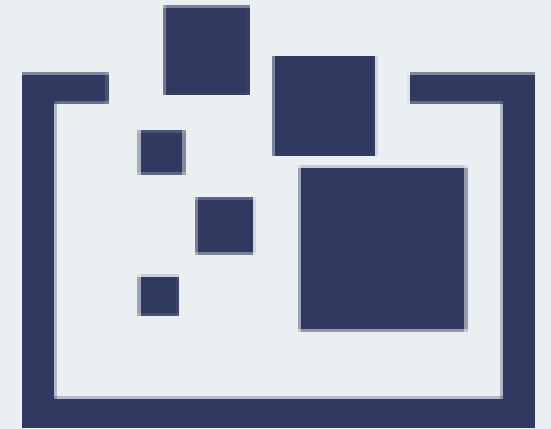


# Reports of Leaving a Job for a Better Opportunity



# Refresher on Common Components

- **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 it 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 for Program Non-Use

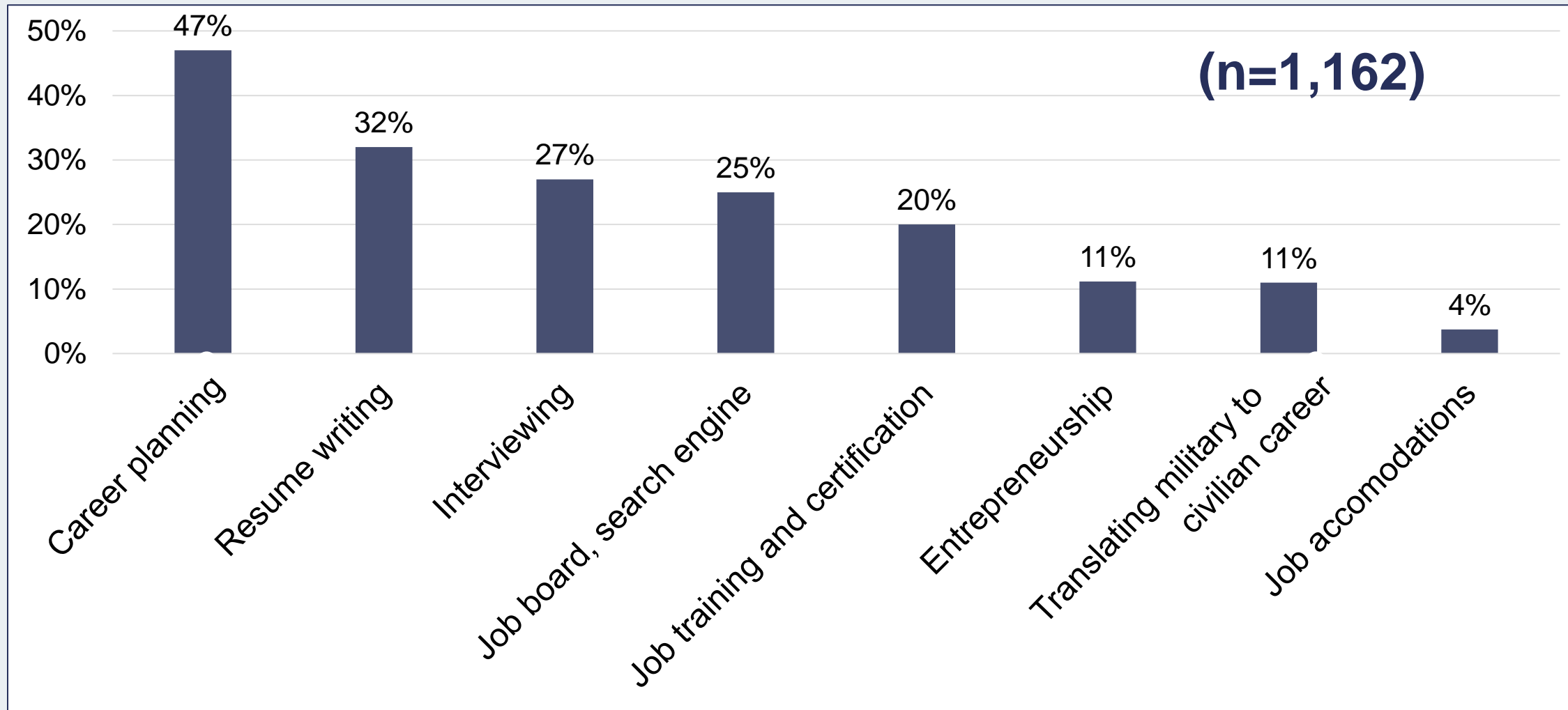
Reasons identified for the vocational domain (i.e., no employment or education programs used):

- 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



# Introduction to the Statistical Methods Presented



- 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.

# Race/Ethnicity Predicting Finding a Job

- 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 (among those looking for a job at Wave 1) than White non-Hispanic veterans
- However, when examining only Black non-Hispanic veterans, they were:
  - 3 times more likely to find a job if they used mentor/coach with interviewing content
  - 3 times more likely to find a job if they used 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

# Components that Predict Getting a Full-Time Job

Content ↓, Process →	Reading online	Direct instruction	Online tool	Mentor, coach
Interviewing	② → ③ 2.3x, ④ 99%	① → ③ 77%		① → ③ 2.5x
Resume writing	① → ② 91% ② → ③ 76%	① → ② 38%, ③ 77%	① → ③ 49%	① → ③ 2.3x
Translating military to civilian work	① → ② 91%, ③ 2.2x	① → ② 73%	① → ② 43%, ③ 60%	
Career planning, exploration	① → ③ 48% ② → ③ 2x	① → ③ 58%	① → ② 47% ② → ③ 2x, ④ 88%	② → ③ 69%

*Components used at Wave ① make it more likely that the veteran gets a job at Wave ② and/or Wave ③*

*Components used at Wave ② make it more likely that the veteran gets a job at Wave ③ and/or Wave ④*

# Components that Predict Getting a Full-Time Job

Content ↓, Process →	Reading online	Direct instruction	Online tool	Mentor, coach	Overall
Job board, search engine	② → ③ 80%		① → ② 43%, ③ 60%		
Networking conference					① → ③ 2.06x ② → ③ 3x, ④ 3.2x
Entrepreneurship				① → ③ 5.6x	
Job accommodations					① → ③ 63% ② → ④ 2x
Job training and certification		② → ④ 98%			
Career fair					① → ③ 94%

Components used at Wave ① make it more likely that the veteran gets a job at Wave ② and/or Wave ③

Components used at Wave ② make it more likely that the veteran gets a job at Wave ③ and/or Wave ④

# Components that Predict a Higher Starting Salary

Content ↓, Process →	Direct instruction	Online tool	Mentor, coach	Overall
Interviewing	① → ③			
Resume writing		② → ③	① → ②, ③	
Translating military to civilian work			① → ②, ③	
Career planning, exploration			① → ③ ② → ③	
Job board, search engine		② → ③		
Networking conference				① → ②, ③ ② → ③
Entrepreneurship			① → ②, ③	
Job accommodations				① → ③ ② → ③
Job training and certification				① → ②, ③ via peer learning ② → ③ via peer learning
Career fair				① → ②, ③

# Components that Predict Receiving a Promotion

Content ↓, Process →	Reading online	Direct instruction	Online tool	Mentor, coach	Overall
Interviewing	① → ③ 29%				
Resume writing	① → ③ 25% ② → ③ 24%, ④ 20%	② → ③ 25%	① → ③ 22% ② → ③ 31%, ④ 29%		
Translating military to civilian work		① → ③ 37% ② → ④ 37%	② → ③ 40%, ④ 32%		
Career planning, exploration	① → ③ 20% ② → ③ 27%, ④ 20%	① → ③ 28%	② → ③ 23%, ④ 20%	① → ③ 27% ② → ③ 20%	① → ③ 23% network group ② → ③ 30% network group ③ → ④ 30% network group

Components used at Wave ③ make it more likely that the veteran receives a promotion at Wave ④ and/or Wave ⑤

# Components that Predict Receiving a Promotion

Content ↓, Process →	Direct instruction	Online tool	Mentor, coach	Overall
Job board, search engine		① → ③ 29% ② → ③ 33%, ④ 20%		
Networking conference				① → ③ 38%
Entrepreneurship				① → ③ 36%
Job training and certification	① → ③ 24% ② → ③ 21%, ④ 24% ③ → ④ 32%		① → ③ 38% ② → ④ 50%	② → ③ 27%, ④ 25% peer learning ③ → ④ 31% peer learning
Virtual career fair				④ → ⑥ 59%

*Components used at Wave 4 make it more likely that the veteran receives a promotion at Wave ⑤ and/or Wave ⑥*



# Components Predicting Leaving Job for Better Opportunity

Content ↓, Process →	Reading online	Direct instruction	Online tool	Mentor, coach	Other
Interviewing	③ → ④ 60%, ⑤ 46%	① → ② 22%, ③ 63%		① → ③ 38% ② → ③ 51%	
Resume writing	① → ② 35%, ③ 43% ② → ③ 47%, ④ 32% ③ → ④ 89%, ⑤ 64% ④ → ⑤ 2x, ⑥ 99%	① → ② 18%, ③ 30% ② → ③ 29% ③ → ④ 62%, ⑤ 41% ④ → ⑤ 96%, ⑥ 2x	② → ③ 19% ③ → ④ 54%, ⑤ 26% ④ → ⑤ 70%, ⑥ 87%	① → ③ 30% ② → ③ 39%	
Translating military to civilian work		① → ③ 58%		① → ③ 67% ② → ③ 33%, ④ 36% ③ → ④ 43% ④ → ⑥ 55%	
Career planning, exploration	③ → ④ 59% ④ → ⑤ 61%, ⑥ 84%	① → ② 20%, ③ 48% ② → ③ 24%, ④ 31% ③ → ⑤ 32% ④ → ⑤ 57%, ⑥ 43%	① → ② 32%, ③ 31% ② → ③ 30% ③ → ④ 77%, ⑤ 46% ④ → ⑤ 38%, ⑥ 56%	③ → ④ 24% ④ → ⑥ 28%	③ → ④ 25% ④ → ⑤ 25, ⑥ 42% network group
Job training, certification				③ → ⑤ 63%	④ → ⑥ 30% overall

# Components Predicting Leaving Job for Better Opportunity

Content ↓, Process →	Direct instruction	Online tool	Overall
Job board, search engine		<b>① → ② 27%, ③ 35%</b> <b>② → ③ 25%</b> <b>③ → ④ 66%, ⑤ 41%</b> <b>④ → ⑤ 67%, ⑥ 88%</b>	
Networking conference			<b>② → ③ 40%, ④ 41%</b> <b>③ → ④ 44%, ⑤ 58%</b>
Entrepreneurship	<b>④ → ⑤ 2.6x</b>		<b>③ → ④ 40%</b>
Job accommodations			<b>② → ③ 74%</b>
Career fair			<b>② → ③ 29%, ④ 25%</b> <b>③ → ④ 36%, ⑤ 37%</b>

# One Content Component at a Time – Interviewing

Interviewing Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Reading online	Use at ② → 2.3x more likely at ③ Use at ② → 99% more likely at ④		Use at ① → 29% more likely at ③	Use at ③ → 60% more likely at ④ Use at ③ → 46% more likely at ⑤
Direct instruction	Use at ① → 77% more likely at ③			Use at ① → 22% more likely at ② Use at ① → 63% more likely at ③
Interactive online tool				
Mentor, coach	Use at ① → 2.75x more likely at ③	Use at ① → higher salary at ③		Use at ① → 38% more likely at ③ Use at ② → 51% more likely at ③

# One Content Component at a Time – Resume Writing

Resume Writing Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Reading online	<p>Use at ① → 91% more likely at ②</p> <p>Use at ② → 76% more likely at ③</p>		<p>Use at ① → 25% more likely at ③</p> <p>Use at ② → 24% more likely at ③, 20% more likely at ④</p>	<p>Use at ① → 35% more likely at ②, Use at ① → 43% more likely at ③</p> <p>Use at ② → 47% more likely at ③, Use at ② → 32% more likely at ④</p> <p>Use at ③ → 89% more likely at ④, Use at ③ → 64% more likely at ⑤</p> <p>Use at ④ → 2x more likely at ⑤, Use at ④ → 99% more likely at ⑥</p>
Direct instruction	<p>Use at ① → 38% more likely at ②, 77% more likely at ③</p>		<p>Use at ② → 25% more likely at ③</p>	<p>Use at ① → 18% more likely at ②, Use at ① → 30% more likely at ③</p> <p>Use at ② → 29% more likely at ③</p> <p>Use at ③ → 62% more likely at ④, Use at ③ → 41% more likely at ⑤</p> <p>Use at ④ → 96 more likely at ⑤, Use at ④ → 2x more likely at ⑥</p>

# One Content Component at a Time – Resume Writing

Resume Writing Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Interactive online tool	Use at ❶ → 49% more likely at ❸	Use at ❷ → higher salary at ❸	Use at ❶ → 22% more likely at ❸  Use at ❷ → 31% more likely at ❸, Use at ❷ → 29% more likely at ❹	Use at ❷ → 19% more likely at ❸  Use at ❸ → 54% more likely at ❹, Use at ❸ → 26% more likely at ❺  Use at ❹ → 70 more likely at ❺, Use at ❹ → 87% more likely at ❻
Mentor, coach	Use at ❶ → 2.28x more likely at ❸	Use at ❶ → higher salary at ❷  Use at ❶ → higher salary at ❸		Use at ❶ → 30% more likely at ❸  Use at ❷ → 39% more likely at ❸

# One Content Component at a Time – Translating Military Experience to Civilian Work

Translating Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Direct instruction	Use at ① → 73% more likely at ②		Use at ① → 37% more likely at ③ Use at ② → 37% more likely at ④	Use at ① → 58% more likely at ③
Interactive online tool			Use at ② → 40% more likely at ③ Use at ② → 32% more likely at ④	
Mentor, coach	Use at ① → 91% more likely at ② Use at ① → 2.19x more likely at ③	Use at ① → higher salary at ② Use at ① → higher salary at ③		Use at ① → 67% more likely at ③ Use at ② → 33% more likely at ③ Use at ② → 36% more likely at ④ Use at ③ → 43% more likely at ④ Use at ④ → 55% more likely at ⑥

# One Content Component at a Time – Career Planning

Career Planning Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Reading online	Use at ① → 48% more likely at ③	Use at ② → 2x more likely at ③	Use at ① → 20% more likely at ③ Use at ② → 27% more likely at ③, Use at ② → 20% more likely at ④	Use at ③ → 59% more likely at ④ Use at ④ → 61% more likely at ⑤, Use at ④ → 84% more likely at ⑥
Direct instruction	Use at ① → 58% more likely at ③		Use at ① → 28% more likely at ③	Use at ① → 20% more likely at ②, Use at ① → 48% more likely at ③ Use at ② → 24% more likely at ③, Use at ② → 31% more likely at ④ Use at ③ → 32% more likely at ⑤ Use at ④ → 57% more likely at ⑤, Use at ④ → 43% more likely at ⑥

# One Content Component at a Time – Career Planning

Career Planning Process →	Getting a Full-Time Job	Salary	Receiving a Promotion	Leaving for a Better Opportunity
Interactive online	Use at ① → 47% more likely at ②  Use at ② → 2x more likely at ③, Use at ② → 88% more likely at ④		Use at ② → 23% more likely at ③, Use at ② → 20% more likely at ④  Use at ④ → <u>less</u> likely at ⑤	Use at ① → 32% more likely at ②, Use at ① → 31% more likely at ③  Use at ② → 30% more likely at ③  Use at ③ → 77% more likely at ④ Use at ③ → 46% more likely at ⑤  Use at ④ → 38% more likely at ⑤, Use at ④ → 56% more likely at ⑥
Mentor, coach	Use at ② → 69% more likely at ③	Use at ① → higher salary at ③ Use at ② → higher salary at ③	Use at ① → 27% more likely at ③  Use at ② → 20% more likely at ③	Use at ③ → 24% more likely at ④  Use at ④ → 28% more likely at ⑥
Networking group			Use at ① → 23% more likely at ③  Use at ② → 30% more likely at ③  Use at ③ → 30% more likely at ④	Use at ③ → 25% more likely at ④  Use at ④ → 25% more likely at ⑤, Use at ④ → 43% more likely at ⑥



# Future Directions

## Veteran Utilized Programs (VUP) Evaluation Tools:

- Use the menus of effective components to help programs create program logic models that outlines a clear theory of change to be evaluated.
- Develop an online evaluation system where programs in the field can select outcome measures from an evaluation-rubric based on the various subdomains (e.g., full employment, well-being, sense of purpose, resiliency).
- Utilize the TVMI sample as a comparison group for programs that want to evaluate their effectiveness but do not have a reference group to do so.

# Discussion



# Upcoming Webinars

- **Thursday, October 22<sup>nd</sup>**  
***Effective Financial Program Components***
- Thursday, November 5<sup>th</sup>  
*Impacts of Moral Injury*
- Wednesday, November 18<sup>th</sup>  
*Adverse Childhood Experiences and Warfare Exposure*
- Wednesday, December 2<sup>nd</sup>  
*Effective Program Components for the Education, Social, and Health Domains*
- Thursday, December 17<sup>th</sup>  
*Barrier Reduction and Sustainability Program Components*
- Wednesday, January 6<sup>th</sup>  
***Ethnic/Racial and Gender Differences***

# Joining the Next Webinar



**Watch your email  
for reminders!**

**Advance registration NOT required. Use this link:**

<https://psu.zoom.us/j/95638729607?pwd=ZisrL3kzVTE3RIhGMnpUSE1vZ0NDdz09>

# Thank You

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## Contact Us:



[militaryfamilies.psu.edu](http://militaryfamilies.psu.edu)

[veteranetwork.psu.edu](http://veteranetwork.psu.edu) – Coming soon!



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