

Veterans Employment Program Annual Program Review

Veterans Affairs

APRIL 2017



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Executive summary

In March 2015, the former NSW Premier made a commitment to establish a program to help an additional 200 veterans find suitable, sustainable and meaningful employment within the NSW Government sector by 2019. The result of this commitment was the establishment of a dedicated Veterans Employment Program to be delivered by Veterans Affairs within the NSW Department of Premier and Cabinet (DPC). The Program was launched at NSW Parliament House on 5 May 2016.

The Program is the first of its kind for government in Australia. The methods, approaches and tools are innovative and unique to the context of veterans and the NSW Government sector. Combined with extensive interagency collaboration, the program is leading the way in employment initiatives to support veterans.

This is the first annual report on the progress of the Program.

A formal review of the Program has shown that it has achieved employment targets and has been successful in both its key functions of:

- Attracting former Australian Defence Force (ADF) personnel to roles within the NSW Government sector
- Assisting employers to better understand the transferability of veterans skills to the civilian workplace, particularly within the NSW Government sector

Data has been collected by the NSW Public Service Commission (PSC) that estimates **310 former ADF personnel have been newly employed in NSW Government roles** since the commencement of the Program (between 31 March 2016 and 31 January 2017).

Program progress

- This figure shows that the NSW Veterans Employment Program has **achieved the target** of employing an additional 200 veterans into NSW Government by 2019. As at 31 January 2017, **the Program has exceeded the target by 55% two years ahead of schedule.**
- This clearly indicates there are opportunities for veterans in the State public sector and the focus will now be on continuing this growth and expanding into the non-traditional employment areas.
- There are a number of indicators to the Program's successful communications strategy including:
 - The number of Facebook likes achieved in the first six months. The page has 1,100 subscribers.
 - The increasing requests for advice from Veterans Affairs from the private sector keen to be involved with the employment of Defence personnel
 - The increasing number of requests for Veterans Affairs participation in forums and employment discussions
 - Active support from Defence, the Commonwealth and various ex-service and not-for-profit organisations for the strategy.

Veteran employment areas

- As anticipated, **the majority of new hires occurred in the NSW Government Justice and Transport clusters** (71%), indicated in the statistical breakdown at Annex A.
- It is encouraging that **almost a third of newly employed veterans were employed in areas outside those traditionally believed to be filled by veterans** – highlighting the core message of the Program: military skills are highly transferable into a vast range of roles, and are not limited to uniform positions.

Identified opportunities

- There is still **work to be done to increase the employment of veterans in non-traditional roles**, such as those found in the Departments of Premier and Cabinet, Treasury, Industry and Family & Community Services. These departments accounted for less than 10% of the newly employed veterans across NSW Government since the Program commenced.
- Data collected in the first six months of the Program indicated that further work was required to **lift the rate of success for veterans seeking employment** (2.5%) to be similar to the rest of the non-veteran labour force in NSW (4.2%). This data suggested that veterans were **almost half as likely to receive an offer of employment from job applications they submit than the general population**. Since this time, further data collection indicates that specific employment initiatives in some clusters have improved the overall employment rate for veterans in early 2017. For example, a large scale employment drive in Corrective Services has positively influenced figures in the Department of Justice. However, there are still some poorer success rates in other Government Departments. Longer term data collection will provide further verification for the statistics around the rate of employment of veterans compared to the general population and allow Veterans Affairs to investigate this trend further.

Mission

Through the Veterans Employment Program, the NSW Government leads in post-military employment by valuing the skills and attributes former ADF personnel bring from their service.

The Veterans Employment Program acknowledges that Defence personnel receive rigorous, high quality, and broad ranging training, and there is an opportunity to engage and utilise these skills and experience to enhance the capability of the NSW Government sector. The Program uses a comprehensive communications campaign to support a broader shift in mindset towards the employment of veterans. This campaign emphasises that taxpayers have already invested significantly in the education and training of Defence personnel and that it makes good business sense to employ these individuals into roles where they have the most impact for the benefit of NSW.

A focus of the Program is to ensure veterans' extensive skills and experiences are of continuing benefit to the state and people of NSW, through meaningful employment within the NSW Government sector.

For the purposes of the Program, a veteran is defined as a person who has served as a fulltime members of the ADF, or as a reservist on fulltime continuous service.

Strategy

NSW's important and longstanding relationship with the ADF and Defence Industry underlines the importance of the state being seen to be at the forefront of veterans' issues and ensuring their inclusion and reintegration into the community after their military careers.

The Program strategy design promotes veterans on their merit and as a highly employable resource pool for the NSW public sector. The comprehensive nature of their training across a broad range of disciplines and trades, as well as professional characteristics, should make them attractive to employers in both the public and private sectors. For example, in addition to any specialised technical and trade skills, veterans acquire many 'nontechnical' skills during their military careers, which have direct transferability to NSW Government roles. These 'nontechnical' skills include:

- Critical thinking and problem solving
- Strong written and oral communication skills
- Strong interpersonal skills
- Experience working in diverse environments
- Flexibility, agility and resilience
- Leadership and teamwork capabilities
- Dependability, loyalty and integrity
- Precision, coordination and accuracy
- Change management experts

Research

Prior to 2016, outside of the Department of Defence there was little information or data collected on veterans transitioning into the civilian workforce. Specifically, there was little quantitative or qualitative data about how, when or where veterans find employment after their military careers.

NSW Government-led research is working to understand trends of veterans settling in NSW. As a part of this research, NSW Veterans Affairs have worked with the ADF to analyse the pipeline of talent transitioning out of ADF into the NSW workforce, what key skill areas are in this talent pool, and what can be done to smooth the transition into meaningful employment.

Research led by Veterans Affairs has achieved a significant foundation for the Program to leverage from. This research indicated that while there are a high number of ADF people who separate from the military each year, gaining meaningful employment can be an issue. This experience is not unique to NSW, as other Australian and international governments continue to address the issue of securing meaningful, post-military employment for veterans.

Consultation revealed that veterans experience particular difficulty communicating their military skills in a civilian context, resulting in veterans being unemployed, or employed in unsuitable roles. Further discussions revealed that public and private employers had a general lack of understanding of veterans' skills, often compounded by specific recruitment language and processes not well understood by veteran candidates. A lack of quantifiable data on existing veteran employment rates and experiences further complicated the task of measuring the number of former ADF people within the sector. This absence of detailed information about veteran employment is a common problem across all industries.

Veterans in New South Wales

New South Wales hosts the largest number of military bases in Australia and is seeing an increasing number of highly-skilled military people separate from the ADF into NSW each year. With **approximately 1,500 veterans separating from the ADF into NSW in 2016**, supporting the effective transition of veterans, including finding sustainable and meaningful careers after their military service, is a priority.

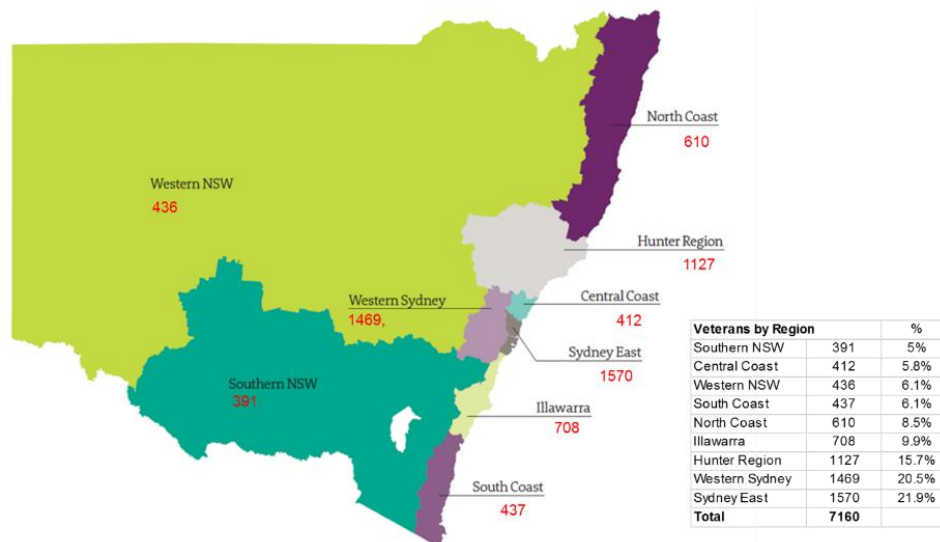


Figure 1: NSW Discharges by Region 2009 - 2014

Analysis of ADF transitions: The pipeline of talent

The Veterans Employment Program has worked closely with the Department of Defence to collate and analyse available data on veterans who have transitioned into NSW, as well as wider national trends in transitions out of the ADF. Key findings of data analysis conducted on transition information from between 2012 and 2016 were:

- Across NSW, 81% of transitions between 2012 and 2016 were Other Ranks (Non-Commissioned Ranks including soldiers, sailors, air men and air women), and 19% were Commissioned Ranks. (Nationally, the proportion was 84% Other Ranks, 16% Commissioned Ranks).
- According to ANZSCO employment categories, veterans transitioning into NSW between 2012 and 2016 fell into 28 major sub-categories. Therefore, veterans entering the workforce in NSW were the following types of workers:
 - Protective service workers
 - Automotive & engineering trades workers
 - Design, engineering, science & transport professionals
 - Electrotechnology & telecommunications trades workers
 - Engineering, ICT & science technicians
 - Machine & stationary plant operators
 - Specialist managers
 - Business, human resource & marketing professionals
 - Storepersons
 - Other labourers
 - General clerical workers
 - Road & rail drivers
 - Food trades workers
 - Other clerical & administrative workers
 - Health professionals
 - Other technicians & trades workers
 - Mobile plant operators
 - Construction trades workers
 - Health & welfare support workers
 - Hospitality, retail & service managers
 - Legal, social & welfare professionals
 - Arts & media professionals
 - Sports & personal service workers

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- ICT professionals
 - Chief Executives, General Managers & legislators
 - Carers & aides
 - Numerical clerks
 - Hospitality workers
- 21% of veterans held jobs directly transferable to Department of Justice, i.e. Corrections. Although there are 28 job categories which transfer directly into almost every standard role in NSW Government at every level.
 - The gender ratio of transitions out of the ADF closely matched the nation-wide gender ratio of ADF personnel. Furthermore, the average length of service for a female is 2 years shorter than that for males. (National: female 10.6 years, male 12.6 years, NSW: female 10.1 years, male 12.6 years)

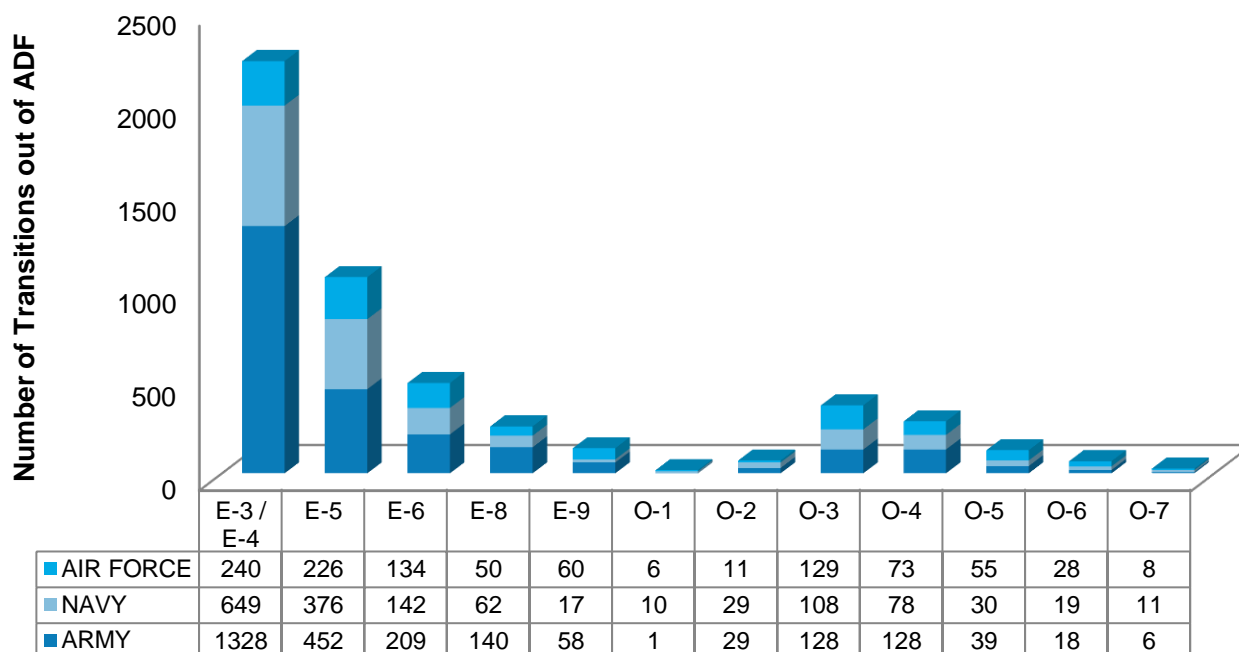


Figure 2: NSW transition trends out of ADF by rank, with numbers by service provided (2012-2016).

NATO Rank	Air Force	Navy	Army
E-3 / E-4	Leading Aircraftsman	Able Seaman	Private / Lance Corporal
E-5	Corporal	Leading Seaman	Corporal
E-6	Sergeant	Petty Officer	Sergeant
E-8	Flight Sergeant	Chief Petty Officer	Warrant Officer Class 2
E-9	Warrant Officer	Warrant Officer	Warrant Officer Class 1
O-1	Pilot Officer / Flying Officer	Sub Lieutenant	Lieutenant
O-2	Flight Lieutenant	Lieutenant	Captain
O-3	Squadron Leader	Lieutenant Commander	Major
O-4	Wing Commander	Commander	Lieutenant Colonel
O-5	Group Captain	Captain	Colonel
O-6	Air Commodore	Commodore	Brigadier
O-7	Air Vice-Marshal	Rear Admiral	Major General

Table 1: NATO rank codes equivalent ranks across Air Force, Navy and Army in the Australian Defence Force (ADF)

Gap analysis & strategic workforce planning

Veterans Affairs is undertaking significant work to identify opportunities to link NSW Government strategic workforce planning with the Defence talent pipeline.

The three phase project will:

- **Phase 1.** Provide Veterans Affairs with an understanding of the strategic workforce planning that is occurring within NSW Government clusters to compare the workforce needs with the defence skills and discharge trends.
- **Phase 2.** Identify opportunities to link skills of transitioning Defence personnel with careers in NSW public sector as identified through workforce planning data.
- **Phase 3.** Propose suitable options for a pilot program to match individuals within specific employment categories with NSW Government roles.

Achievements to date

Communications campaign

Central to the success of the Program is an effective communications campaign with broad stakeholder support. To this end, messages of support from the former NSW Premier, Vice Chief of Defence Force (at Annex B), and the NSW Minister for Veterans Affairs were received and are included on the Program's website.

The Program communications campaign targets both:

- NSW Government employers & human resources teams, and
- Veterans (both former Defence Force personnel and those transitioning from Defence).

Veterans Affairs has learnt that a comprehensive communications campaign is the most effective approach to employing veterans into the NSW Government. The Program is based on the premise that:

- veterans gain skills that are highly transferable to the civilian workplace
- difficulties encountered in securing roles after leaving the ADF are often the result of a lack of understanding of veterans' skills by employers
- difficulties are often exacerbated by some veterans' limited understanding of:
 - government recruitment processes and language,
 - the range of government roles which complement veterans' skills, and the supportive and flexible work conditions within the sector,
 - the personal and professional opportunities that the NSW Government sector offers employees.

Internal education campaign

Veterans Affairs have met with senior recruitment decision makers and HR staff from 11 NSW Government organisations, being:

- Department of Education
- Department of Family and Community Services
- Department of Finance, Services and Innovation
- Department of Industry, Skills and Regional Development

- Department of Justice
- Corrective Services NSW
- Department of Transport
- Fire and Rescue NSW
- Public Service Commission
- NSW Police Force
- NSW Rural Fire Service

Topics discussed at these meetings include:

- consultation on the roles and experiences of military personnel and how these are applicable within the civilian workplace
- organisations' experience with employing veterans
- feedback regarding employing veterans
- organisations' strategic human resources needs
- discussion of future opportunities for collaboration and opportunities for the employment of veterans. These have resulted in positive outcomes including the planned project linking strategic workforce planning in Department of Justice to ADF discharge trends to better target recruitment activities.
- the transfer of the NSW Veterans Affairs office to the Department of Justice in 2017, allowing further opportunities for collaboration and support from a department which has a large contingency of veteran employees.

Communication with government agencies is delivered in a consultative manner, to best suit the unique requirements of each department. This approach has ensured relevancy and appropriate application of education campaign efforts across NSW Government.

Engagement of veterans

The Program targets veterans with the message that the NSW Government wants to utilise the extensive skills and experiences from their military service for employment in roles where they will have the most impact for the benefit of NSW. This messaging is conveyed through the Program web portal, with positive examples of former ADF personnel in NSW Government roles, practical tools and transition resources to assist veterans to gain employment with NSW Government.

A mentoring program is being developed to partner former ADF people already employed within the public sector, with veterans seeking employment.

Veterans Employment Program web portal

The Program has established an effective web portal and practical information to assist ADF personnel transitioning from Defence careers. It contains a variety of custom-built tools and resources to assist with the NSW Government recruitment process. These include:

- Information about **reading and interpreting NSW Government position descriptions**.
- **'Career examples'**: explanations of the steps veterans took to help secure rewarding careers within the NSW Government.
- **Directory of resources**: a list of useful links to the web pages of other organisations that assist veterans, e.g. the provision of advice about Defence rehabilitation and transition,

superannuation and management of pensions, and civilian accreditation of ADF skills and experience.

- **ADF Rank–NSW Government Grade Matcher:** this unique tool estimates equivalent NSW Government grades based on ADF ranks to assist veterans’ job search.

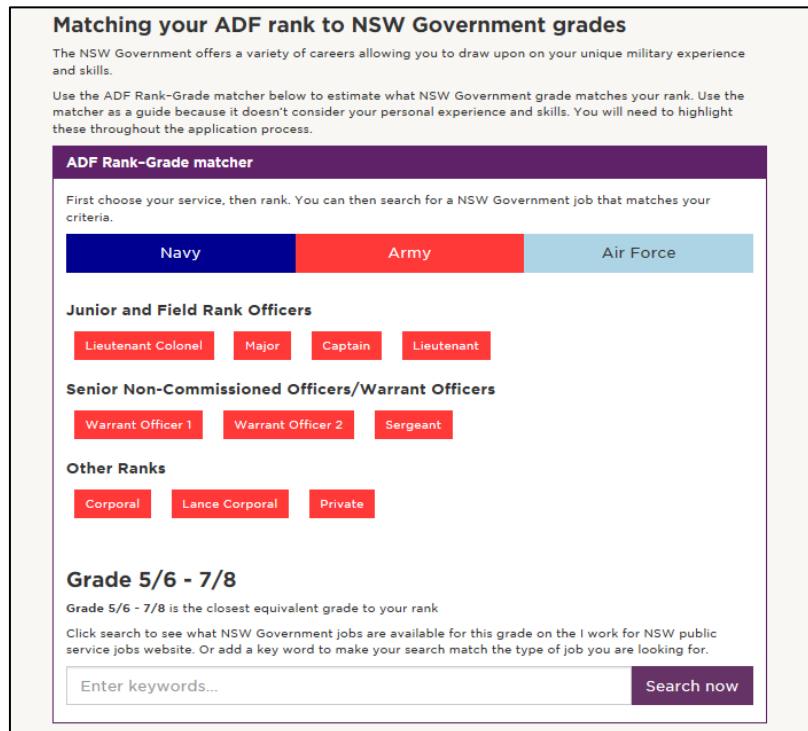


Figure 3: The Veteran Employment Program’s ADF Rank–NSW Government Grade Matcher.

- **Capability definition tool:** this simple tool breaks down the NSW public sector Capability Framework, outlining the capabilities required in positions across the NSW Government sector.

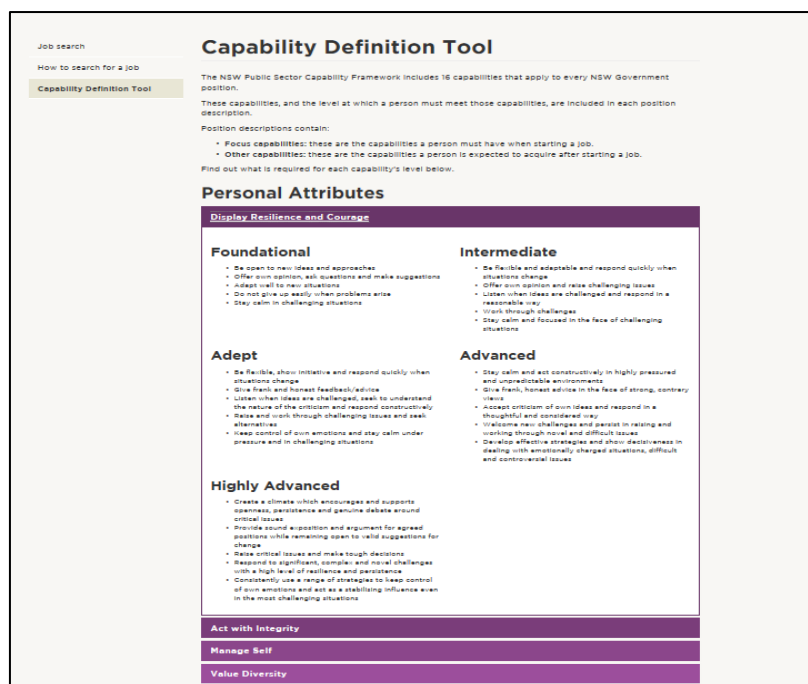


Figure 4: An example from the Veteran Employment Program’s Capability Definition Tool.

The tools and information are intended to be practical, relevant and easy-to-use. Early, positive feedback from stakeholders has attested to the usefulness of these tools and resources for veterans.

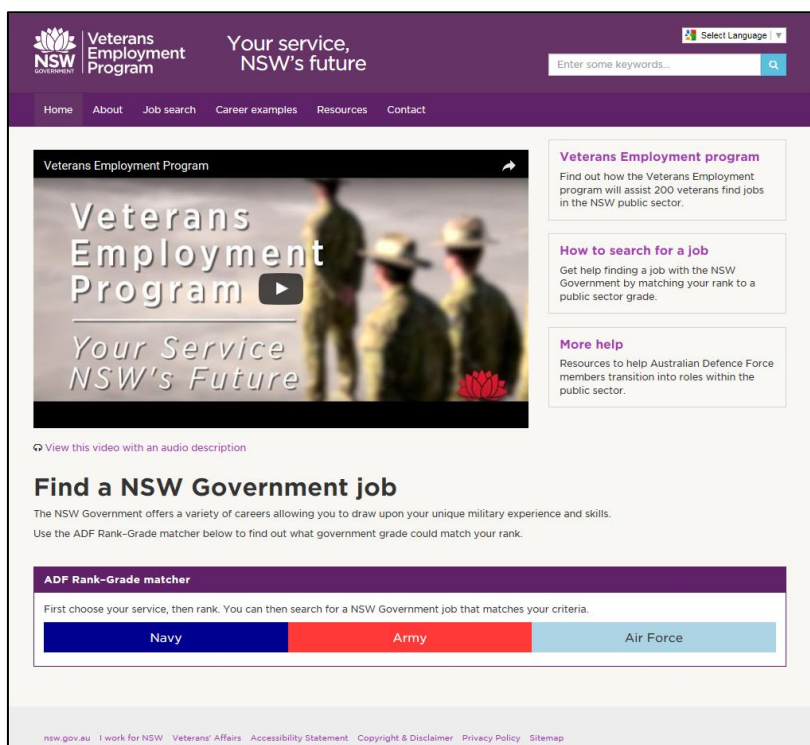


Figure 5: The Veterans Employment Program web portal homepage.

Factsheets

Veterans Affairs is developing additional hardcopy and downloadable factsheets for both NSW Government organisations and veterans. These will provide:

- information about the Program
- details of the benefits of working with the NSW Government
- details of how ADF capabilities can be mapped to those required as part of NSW Government roles

The information is intended to assist veterans to translate their military skills using language that is common and can be understood by NSW Government employers. Similarly, for NSW Government employment decision-makers, the factsheets will provide useful advice about the range of skills veterans can bring to government workplaces, while the skills mapping will provide insight about the transferability of veterans' skills to NSW Government roles and workplaces.

Mentoring program

A mentoring network has been established and is continuing to grow, including mentors with regular military and military reserve backgrounds. The mentoring network, as part of the Program, connects veterans currently employed in NSW Government roles with former ADF people looking to enter the NSW Government sector.

Research has confirmed the important role that peer-support plays to assist veterans in securing meaningful civilian employment. These low-touch, yet high impact relationships assist veterans

looking to join the sector through the provision of advice by relatable people who can advise about recruitment processes, work conditions, and support available once they are employed within the government sector.

Social media

Facebook

In July 2016, Veterans Affairs launched a dedicated Veterans Employment Facebook page (@NSWVeteransEmployment) which provides:

- alerts for recruitment opportunities within the sector
- updates about the program
- other resources to help transitioning veterans.

As at 24 March 2017, the page has:

- Page likes – approx. 1,100
- Posts – 65
- Total post reach – approx. 90,000
- Jobs advertised – 34



Figure 6: The Veterans Employment Program Facebook page.

LinkedIn

Veterans Affairs is in the process of establishing a Veterans Employment LinkedIn page. LinkedIn will provide the opportunity for staff to connect with veterans with more professional content including advertisements for senior management and executive positions and thought leadership articles.

Other media (e.g. ADF, ex service organisation publications)

Following the Program launch, a number of newspaper articles and radio interviews have been broadcast about the Program. These include:

- ‘Veterans given leg-up for NSW govt jobs’, news.com.au (5 May 2016) (<http://www.news.com.au/national/breaking-news/veterans-given-legup-for-nsw-govt-jobs/news-story/6538872caff00e8698ad0bf78ef5e08c>)
- ‘Veterans Employment Program’, RSLNSW (20 June 2016) (<http://rslnsw.org.au/announcements/veterans-employment-program>)
- ‘Employers’ rhetoric doesn’t match returned soldiers’ experiences’, Garth Callender, The Australian (5 May 2016) (<http://www.theaustralian.com.au/opinion/employers-rhetoric-doesnt-match-returned-soldiers-experiences/news-story/af1c8bebe65e66820cd013fc00a1be0a>)
- ‘War veterans bank on JP Morgan for employment’, Paul Cleary, The Australian (6 May 2016) (<http://www.theaustralian.com.au/business/war-veterans-bank-on-jpmorgan-for-employment/news-story/1b856cc731131bad704b2c86b3d3fd9b>)
- ‘Veterans encouraged to try public sector jobs in NSW’, The Mandarin (20 June 2016) (<http://www.themandarin.com.au/64470-veterans-encouraged-try-public-sector-jobs-nsw/?pgnc=1>)
- Articles are planned for the three Defence Service Newspapers, to be released on 6 April 2017.

Non-NSW government agencies

There are numerous Commonwealth, corporate and not-for-profit organisations working in areas related to veterans welfare, and veteran employment. Veterans Affairs staff have built relationships with many organisations to leverage from their existing expertise and networks regarding veterans employment transition. These include:

- **Ex-Service Organisations (ESOs).** Veterans Affairs have built strong working relationships with all key ESOs operating within NSW (including NSW RSL and Sydney Legacy) and have briefed these organisations on the Program at regular ESO forums. These organisations have assisted with promoting the Program through their networks.
- **Commonwealth Department of Defence.** Veterans Affairs has regular meetings with Rear Admiral Brett Wolski, Head of People Capability. His office provided data that informed the initial program strategy development, and the ongoing interaction continues to provide valuable insight and support, including the letter of support at Annex B.
- **Commonwealth Department of Veterans Affairs (DVA).** Veterans Affairs has regularly engaged with DVA through Ms Jennifer Collins, the former Deputy Commissioner NSW & ACT. DVA has been very supportive of the Program objectives.
- **Commonwealth Defence Community Organisation (DCO).** Veterans Affairs is working closely with DCO to educate transition officers and training providers. The Veterans Employment Program will also participate in transition seminars to increase awareness among veterans entering the NSW workforce about opportunities and benefits of employment with NSW Government and how to apply successfully.

- **State governments.** Veterans Affairs is in ongoing communication with other state governments interested in collaboration and following the successes of the NSW Veterans Employment Program.
- **Contracted service providers.** Konekt, APM and IPAR are organisations that provide transition services for people separating from the ADF. These services include vocational assessment to determine a person's transferable skills, career transition training, career transition management coaching, and curriculum vitae coaching. Veterans Affairs has ongoing engagement with these organisations that are providing an additional pipeline of potential applicants from the ADF.

These productive working relationships have seen discussion on a range of topics. For example, Konekt has provided insight about the kinds of challenges faced by ADF people during the employment transition process. This feedback has been instrumental to the evaluation of the Program, and has provided insight regarding the types of resources and tools that veterans would benefit from in future iterations of the Program strategy.

Corporate engagements

Veterans Affairs staff have worked with the NSW Minister for Veterans Affairs office to engage the private sector about the possible role it can play in employing veterans.

This engagement has been characterised by relationship building with key organisations that are interested in employing veterans and are willing to lead an industry veteran employment initiative.

Veterans Affairs assisted in the coordination of a key networking event with industry hosted by the Consul-General of the United States of America in Sydney in July 2016. The event was used to promote the employability of veterans to some of Australia's leading business leaders, while urging them to commence similar industry initiatives.

Veterans Affairs have provided ongoing consultation with the Commonwealth Minister for Veterans Affairs office and DVA to assist in progressing the Prime Minister's Veterans Employment Program for the Australian private sector.

Next steps

Further proposed work will include:

- A review of the state target of newly employed veterans within NSW Government roles by 2019 (31 December 2018) to maintain NSW's role as a national leader in veteran support.
- A comprehensive project to link the workforce planning in NSW Government to the pipeline of ADF personnel transitioning into civilian employment. The project will include the following activities:
 - Understanding workforce planning that is occurring within NSW Government clusters;
 - Understanding the skills, qualifications and associated discharge trends of ADF personnel.
 - Identifying roles in the workforce planning which are a strong match to Defence skills and qualifications (including gap analysis and identification of upskilling options)
 - Development of pilot programs within relevant agencies and clusters

Initially this work will focus on the Justice cluster with the view to expand to other clusters in following iterations. Additionally, this will include the ongoing collaboration with TAFE NSW to address gaps in skills and/or qualifications of veterans otherwise suitable for required roles in NSW Government.

- Continuing to broaden the reach of the Program to attract more veterans through:
 - traditional and social media
 - greater collaboration with ESOs
 - Defence transition service providers & transition seminars
 - Presence at ADF transition seminars
- Ongoing engagement and support for private sector initiatives.
- Ongoing support of other states and Commonwealth Government, to share lessons learnt and further improve veteran employment across Australia.
- Significant update and ongoing additions to electronic resources for the Program, including the web portal, Facebook and LinkedIn.
- Continued and improved analysis of data, as it becomes available from the PSC and Department of Defence, to better understand and respond to veteran employment trends within the NSW Government and to inform decisions relating to veteran employment.
- Continued work to educate the wider community on the skills and attributes of veterans, through leading by example in NSW Government.

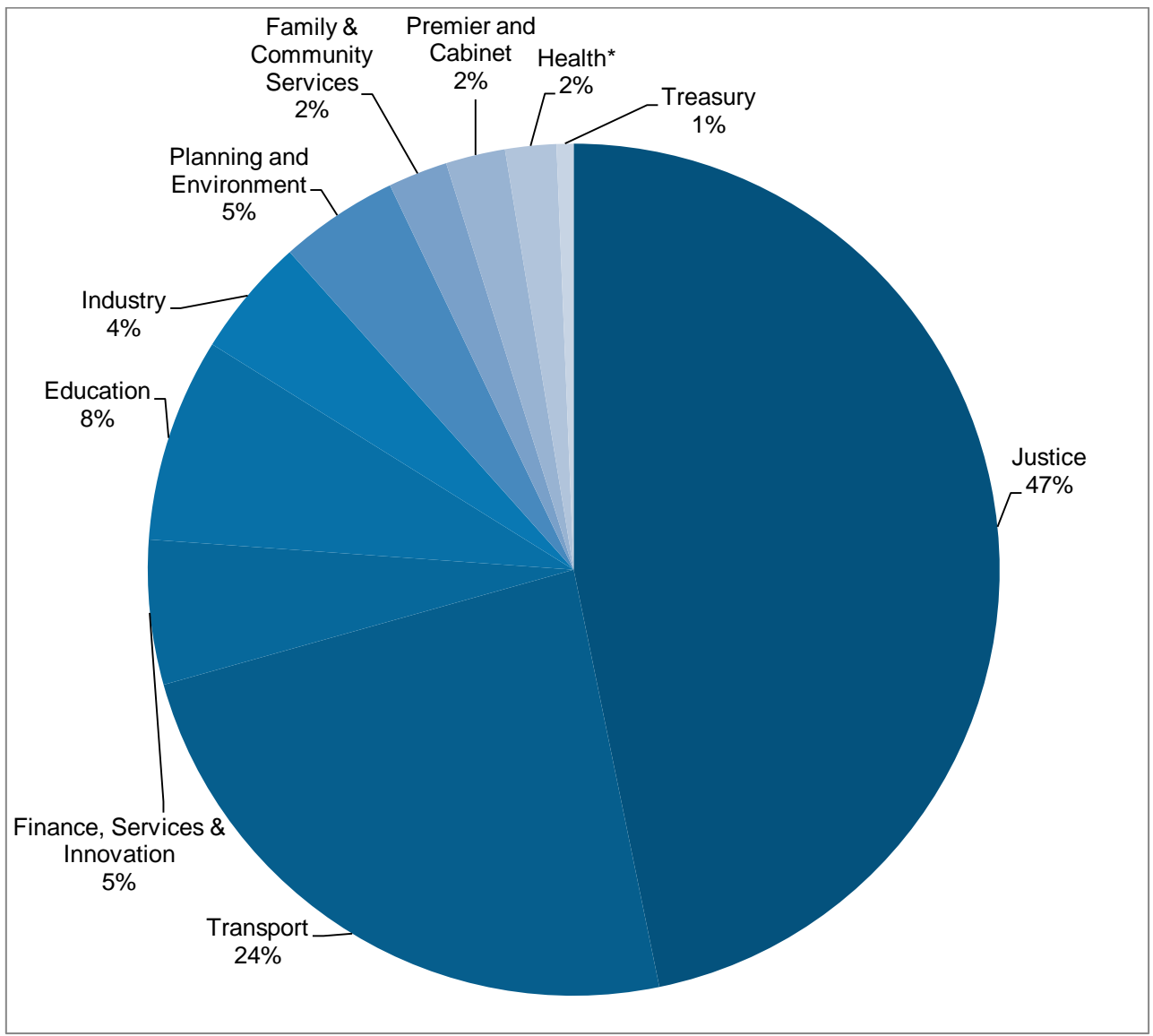
Annex A – Annual review statistics

Cluster	New veteran offers and hires	Number of veterans who submitted applications	No of applications from veterans**
Justice	145	1,627	2,562
Transport	74	1,043	2,303
Finance, Services & Innovation	17	370	555
Education	24	194	362
Industry	14	382	495
Planning and Environment	14	231	347
Family & Community Services	7	202	293
Premier and Cabinet	7	164	233
Health*	6	201	243
Treasury	2	41	54
Total	310	4,455	7,447

* Data from Health incomplete

** Individual veterans may submit more than one application

Table 2: The number of newly employed veterans across clusters in NSW Government (March 2016 – January 2017)



*Health data incomplete

Figure 7: The proportion of veteran hires across NSW Government clusters
(March 2016 – January 2017)

Annex B – Letters of support from Vice Admiral Griggs, the former NSW Premier and NSW Minister for Veterans Affairs



VICE CHIEF OF THE DEFENCE FORCE

VCDF/OUT/2016/165

The Honourable Michael Baird, MP
NSW Premier
GPO Box 5341
SYDNEY NSW 2000

Dear Premier,

I would like to take this opportunity to express my gratitude for the New South Wales Government's Veterans Employment Program.

Australian Defence Force (ADF) personnel receive extensive training and experiences which produces men and women who are uniquely skilled and highly competent. Despite this fact, there remains an inaccurate perception that ADF members' skills are not easily transferable to the civilian sector.

Your education campaign will surely drive a subtle yet significant shift in recruiting practices to ensure military people are not disadvantaged when applying for roles within the New South Wales Government.

I believe the Veterans Employment Program will be highly beneficial to both veterans and employers alike, and fully encourage the outcomes it seeks to deliver.

Yours sincerely,

R.J. GRIGGS, AO, CSC
Vice Admiral, RAN
Vice Chief of the Defence Force

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3 May 2016

Message from the Former NSW Premier



NSW Premier Mike Baird

I am very proud to launch the [Veterans Employment Program](#) with Australian Defence Force veteran and Minister for Veterans' Affairs, the Hon. David Elliott, MP.

On 3 March 2015, I committed to a post election target of employing 200 additional veterans into the NSW public sector by 2019.

Accordingly, the Veterans Employment Program was established to achieve this target. The program is run by a dedicated team committed to employing veterans across the NSW public sector in areas where their unique skills are in highest demand.

For more than a century, the ADF has been known for producing highly skilled and highly competent men and women, unquestioning in their loyalty to our country, and in their commitment to the achievement of global peace and security.

While the service of Australia's military men and women has, and continues to shape Australia's history and identity—from the courage and heroism shown by our diggers at Gallipoli, to the annual commemoration of Anzac Day—the deft skills and experiences that former ADF personnel can bring to civilian workplaces is less known.

I am proud that New South Wales has, during the Centenary of Anzac, positioned itself as a leader in the recognition of the service, skills and

attributes that our veterans can offer employers.

I thank all current and former members of the ADF for their service to our country, and sincerely ask that they continue their service by considering working for the people and state of New South Wales.

Minister for Veterans Affairs message of support



NSW Minister for Veterans Affairs
David Elliott

I am delighted to officially launch the Veterans Employment Program with Premier Baird.

I believe this program will lead to a greater understanding of the skills and experience that former military personnel possess, and how these attributes are a strong fit for careers within the NSW Government.

To achieve this outcome, the NSW Veterans' Affairs team will embark on an ambitious education campaign. This campaign will assist in developing the understanding by recruitment decision makers and human resources influencers within NSW Government agencies. It will provide information to ensure the skills and attributes of former Australian Defence Force personnel can be easily understood and compared against the NSW Public Sector Capability Framework, leading to greater employment of former military professionals.

In the long term, through the NSW Government's example, I am certain other states and territories will institute similar programs and strategies that embrace the unique capabilities of veterans.

I am hopeful that this shift in public sector attitudes towards veterans' skills will also be followed by the greater valuing of military people by industry and the wider private sector.