VETERANS EMPLOYMENT PROGRAM
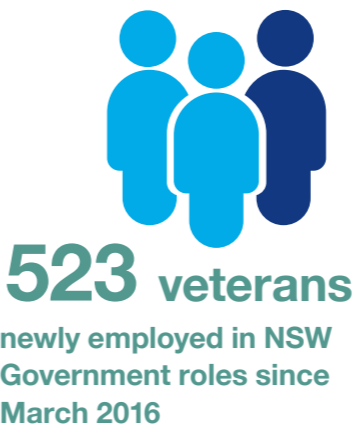
PROGRAM REVIEW 2017

NSW GOVERNMENT

CONTENTS

EXECUTIVE SUMMARY

The Veterans Employment Program was launched in May 2016 with the original target of assisting an additional 200 veterans to find suitable, sustainable and meaningful employment within the NSW Public Sector by 2019.

523 veterans

newly employed in NSW Government roles since March 2016

VEP exceeded its target by

162%

18 months ahead of schedule

The Program was the first of its kind for government in Australia. The unique methods, approaches and tools developed by program staff are making a strong impact across NSW Government and more broadly across the nation. The Program has played an integral role in facilitating collaboration between numerous veteran employment initiatives across government and industry. This collaboration is making a significant contribution to recognising the value of hiring veterans.

This is the 18 month report on the progress of the Veterans Employment Program.

In accordance with the next steps proposed in the 12 Month Report, below is a summary of achievements against each of these steps.

Key results from the current reporting period

Data collected by the NSW Public Service Commission (PSC) estimates that **523 former ADF personnel have been newly employed** in NSW Government roles since the Program commenced (between 31 March 2016 and 30 September 2017).

This figure shows that the NSW Veterans Employment Program has **exceeded its target by 162% 18 months ahead of schedule**. There has been an overall **3% increase in the number of applications from veterans** and a **significant shift in the variety of roles** which veterans are being employed in.

The collection and analysis of data by the PSC has continued to grow and expand in granularity to allow better understanding of and response to veteran employment trends *(refer to Annex A)*.

There have been increases in:

- The proportion of new hires going to clusters which have roles that are not traditionally associated with veteran skill sets.
- The number of veteran applications each month to most clusters.
- The success rate for veteran applicants.

Workforce planning project

Since the release of the 12 Month Report, the Program has completed Stage One and Stage Two of a comprehensive project to link the workforce planning in NSW Government to the pipeline of ADF personnel transitioning into civilian employment.

The project has involved:

- Understanding workforce planning and recruitment trends occurring within the NSW Justice Cluster.
- Understanding the skills, qualifications and associated discharge trends of ADF personnel.
- Identifying high volume and high demand roles within the Justice Cluster which are a strong match to Defence skills and qualifications.
- Collaborating with TAFE NSW and the Department of Defence to develop a process to fill skills gaps for veteran applicants otherwise competitive for these roles.

A **pilot linking mechanism program** is planned for delivery in early 2018 which will inform future roll out of similar projects across NSW Government. This program includes collaboration with TAFE NSW to address gaps in skills and/or qualifications of veterans otherwise suitable for the identified high demand roles.

48%
of veterans
felt their skills and experience were not utilised in work post ADF

Broadening program reach

The Program devotes significant time to an increasing number of requests for it to play an advisory and assistance role for veteran employment initiatives across NSW Government and the broader community *(refer to Annex B)*. Through these efforts Veterans Affairs build on the Program's two key functions:

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

There has been significant progress on the Program's delivery including:

- Collection and collation of feedback on veteran recruitment, employment and employer experiences through the **2017 Stakeholder Survey** *(refer to page 12 and Annex C)*.
- Broadened reach of the Program to attract more veterans and employers through:
  - Increased **media** presence *(refer to Annex D)*.
  - Increased **social media** presence – with 1.5k followers and a weekly reach of approx. 10–20k people *(refer to page 14)*.
  - Greater collaboration and support with other **States and the Commonwealth Government** to share research and lessons learnt on veteran employment.
  - Greater collaboration with **industry** to advise. private sector veteran employment initiatives.
  - Greater collaboration with **Defence transition service providers**.
  - Further Program exposure through **Defence Transition Seminars**.
  - Regular updates and ongoing additions to **electronic resources** including the web portal and Facebook social media page *(refer to page 14)*.

These results show that NSW continues its role as a leader in veteran employment support strategies.

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.

NSW Government acknowledges that Defence personnel receive rigorous, high quality, and broad ranging training. The Program's communication campaign emphasises that taxpayers have already invested heavily 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.

98%
of colleagues
working with a veteran had a positive experience

"The NSW Government has changed to a capability framework. If you think you are at the level that's required for that role then apply."

NICHOL ANDERSON
FORMER ARMY WARRANT OFFICER CLASS 1

KEY RESULTS

FROM CURRENT REPORTING PERIOD

↑ 350k impressions
social media presence

With 18 months of data on the employment of veterans across NSW Government, the Program is able to begin to identify trends and significant changes in the hiring practices for veteran talent across the NSW Public Sector. These analyses provide valuable insight to inform and continually improve veteran employment initiatives.

A summary of the veteran application and employment rates can be found in *Table 1*.

Key results from current reporting period are:

- Data collected by the PSC estimates that **523 former ADF personnel have been newly employed in NSW Government roles** since the commencement of the Program (between 31 March 2016 and 30 September 2017).
- This figure shows that the NSW Veterans Employment Program has **exceeded its target by 162% 18 months ahead of schedule**.
- There has been an **overall 3% increase in the number of applications from veterans**.
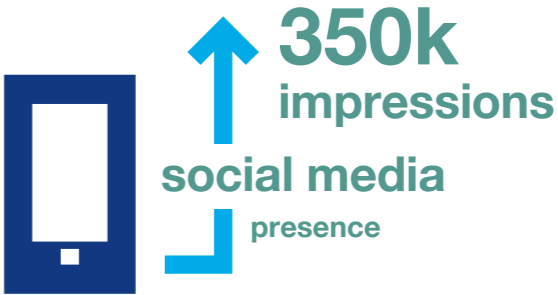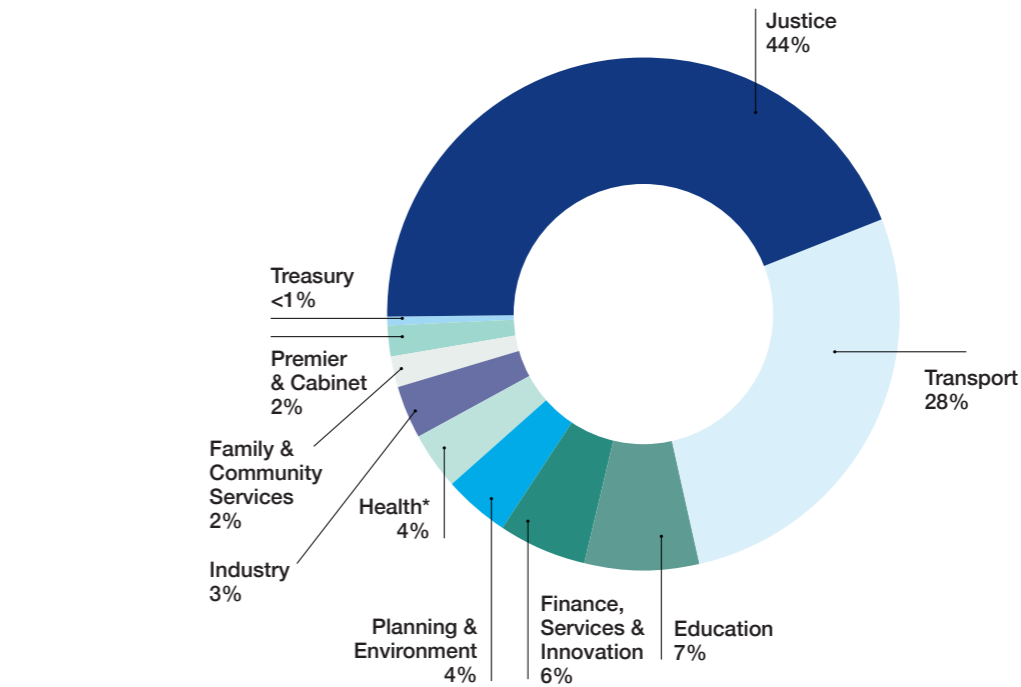
- The Justice Cluster continues to be the largest recruiter of veteran talent in NSW Government. But the proportion of new hires into Justice has decreased from 55% (6 month report) to 44% (18 month report). This indicates that **veterans are applying for more roles in clusters less known to have roles traditionally suitable to veterans' skills and experience** *(refer to Figure 1, Table 2, Table 3 and Table 4)*.
- The **success rate for veteran applicants for NSW Government roles has improved considerably** since data collection began – an increase from 2.54% to 4.11%. Further work is needed to continue to compare this rate to that of the general population.

- The level of role which veterans are being hired into across NSW Government shows similar proportions to the ranks in Defence. A total of 82% of the veterans who transition out of Defence annually are non-commissioned ranks; 18% are commissioned officers. Data collected indicates that of the veterans newly employed into NSW Government *(refer to Figure 2)*:
  - 29% secured roles at an entry level
  - 49% at a team member level
  - 22% in management roles

Table 1
Newly employed veterans across NSW Government clusters (31 March 2016 – 30 September 2017)

Cluster	New veteran offers and hires	Number of veterans who submitted applications	Number of applications from veterans*
Justice	231	2,270	4,140
Transport	144	1,680	4,126
Education	39	322	651
Finance, Services & Innovation	29	688	1,118
Planning & Environment	21	395	610
Health**	19	302	391
Industry	18	548	768
Family & Community Services	10	324	478
Premier & Cabinet	10	254	383
Treasury	2	56	72
Total	**523**	**6,839**	**12,737**

* Individual veterans may submit more than one application
** Health data is incomplete

Figure 1
Veteran hires across NSW Government clusters (31 March 2016 – 30 September 2017)

Justice 44%
Transport 28%
Education 7%
Finance, Services & Innovation 6%
Planning & Environment 4%
Health* 4%
Industry 3%
Family & Community Services 2%
Premier & Cabinet 2%
Treasury <1%

* Health data is incomplete

Table 2
Proportion of veterans newly employed by the NSW Government clusters

Cluster	Time since Program Launch	
	6 months	18 months
Justice	55.24%	44.17%
Transport	16.19%	27.53%
Finance, Services & Innovation	8.57%	5.54%
Education	7.62%	7.46%
Industry	6.67%	3.44%
Planning and Environment	2.86%	4.02%
Family & Community Services	1.90%	1.91%
Premier and Cabinet	0.95%	1.91%
Health*	0.00%	3.63%
Treasury	0.00%	0.38%

* Health data is incomplete

Greater collaboration
with industry

Table 3
Average number of veteran applications received per month by NSW Government clusters

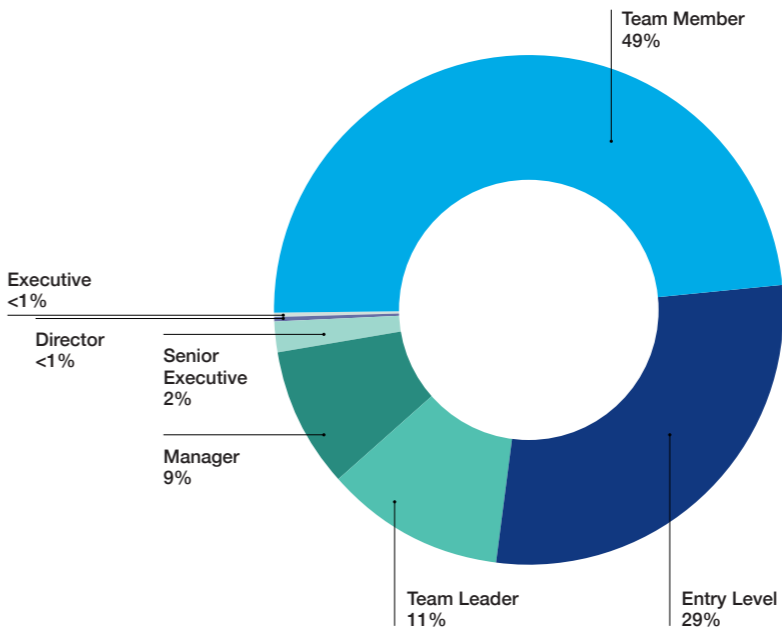| Cluster	Time since Program Launch		
	6 months	18 months	Percentage change
Education	25	36	46%
Family & Community Services	30	27	-12%
Finance, Services & Innovation	55	62	13%
Health*	16	22	37%
Industry	47	43	-8%
Justice	271	230	-15%
Planning and Environment	17	34	105%
Premier and Cabinet	19	21	14%
Transport	205	229	12%
Treasury	5	4	-20%
Total	**689**	**708**	**3%**

* Health data is incomplete

Table 4
Success rates for veteran applications in NSW Government clusters

NSW Government Cluster	Success rate for veteran applications	
	6 months	18 months
Justice	3.57%	5.58%
Transport	1.38%	3.49%
Finance, Services & Innovation	2.72%	2.59%
Education	5.37%	5.99%
Industry	2.51%	2.34%
Planning and Environment	3.03%	3.44%
Family & Community Services	1.10%	2.09%
Premier and Cabinet	0.89%	2.61%
Health*	–	4.86%
Treasury	–	2.78%
Total	**2.54%**	**4.11%**

* Health data is incomplete

100%
of hiring managers
employing a veteran rate
the experience as positive

Figure 2
Employment levels of new veteran hires across NSW Government (31 March 2016 – 30 September 2017)

Team Member 49%
Executive <1%
Director <1%
Senior Executive 2%
Manager 9%
Team Leader 11%
Entry Level 29%

WORKFORCE PLANNING PROJECT

As the Program continues to mature, the data and case studies collected will continue to provide quantitative and qualitative evidence for the strong business case for employing veterans. This information is crucial to back up anecdotal evidence and continue to address the common misconceptions about veterans in favour of a greater understanding of the highly transferable skills veterans bring to the workforce.

Veterans Affairs continues to develop initiatives to build on the Program's successes. The key piece of work currently being progressed is the Workforce Planning Project.

Veterans Affairs, with the support of TAFE NSW and consultancy group Noetic, is undertaking significant work to identify opportunities to link NSW Government roles with the Defence talent pipeline. The project involves three distinct stages. Veterans Affairs is currently at the final phase of the project.

Stage 1. To provide an understanding of the strategic workforce planning, workforce needs and recruitment trends in NSW Government Clusters, compared with trends out of ADF transitions.

This involved the analysis of 250 employment categories found in ADF by common skills, experience, capabilities, and their rates of transition out of the ADF. These were grouped into areas most relevant to civilian employers, particularly public sector employment, to identify cohorts of potential applicants. This work expands upon the comprehensive skills mapping conducted during development of the Veterans Employment Program (refer to Annex E).

Data collection and analyses of NSW government employment trends has been conducted with the support of the Public Service Commission. Researchers identified recruitment trends from 4 years of employment data across the Justice Cluster. This research enabled Veterans Affairs to understand the demand drivers for skills across NSW Government agencies. Consultation with human resources directors across the Justice Cluster identified key recruitment drivers and upcoming department needs to ensure comprehensive understanding of these demand drivers.

Stage 2. To identify opportunities to link cohorts of transitioning ADF personnel with careers in the NSW public sector.

This next stage of analysis involved the development of a linking mechanism between the veterans transitioning out of ADF and selected high volume roles in NSW Government.

With established data revealing the existing high concentration and demand for former ADF members in the Department of Justice there was an ideal opportunity to leverage outcomes for this Project. Four high volume and high demand role types were selected within Justice to trial this linking transition mechanism.

The roles selected were:

- Policy roles (Grade 5/6 – 11/12)
- Project roles (Grade 5/6 – 11/12)
- Administrative support officer (Grade 3/4)
- Community Corrections Officer (Grade 5/6 or 7/8)

To further understand how veteran skills align with roles within NSW Government, researchers undertook a high level analysis of the focus capabilities for each grade for the given role type. The specific requirements against the NSW Government capability framework for each of the selected roles and grades was aligned to the skill sets of the veteran talent pool, as determined through transition data for the last 7 years (2010–2016 inclusive). This identified a potential candidate pool well suited to the needs identified in the Justice Cluster.
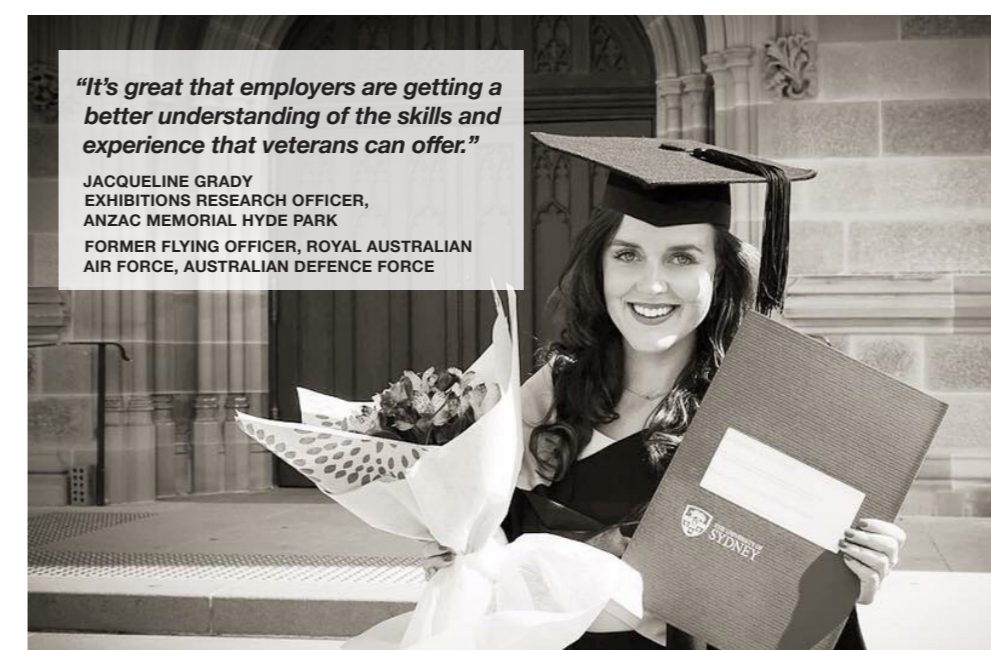
Stage 3. Delivery of a pilot project for a linking transition mechanism by connecting the workforce planning in NSW Government to the pipeline of ADF personnel transitioning into civilian employment. The proposed pilot is intended to develop a repeatable and transferable model that can be used throughout NSW Government departments and agencies, and by a range of employers.

TAFE NSW will be instrumental in assisting to overcome identified capability gaps for each veteran participating in the pilot program.

TAFE NSW will assist the pilot delivery by:

- Providing an analysis of each applicant's skills and experience, and recognition of prior learning.
- Completing a gap analysis in collaboration with Veterans Affairs, to identify areas where applicants have gaps in their skill sets.
- Facilitate the appropriate avenues to fill these gaps, through further vocational training, up-skilling or recommendation for on-the-job training.

The pilot linking mechanism project is planned for delivery in early 2018. This will inform future roll out of similar projects across NSW Government.

"It's great that employers are getting a better understanding of the skills and experience that veterans can offer."

JACQUELINE GRADY
EXHIBITIONS RESEARCH OFFICER, ANZAC MEMORIAL HYDE PARK
FORMER FLYING OFFICER, ROYAL AUSTRALIAN AIR FORCE, AUSTRALIAN DEFENCE FORCE

BROADENING PROGRAM REACH

81%
of veterans
did not feel confident
in an interview setting

Stakeholder survey 2017

The Veterans Employment Program Stakeholder Survey was open for 6 weeks from August to October 2017. A total of 241 responses were collected. All results refer to the data collated from respondents of this survey only. The full results of this survey are detailed in Annex C.
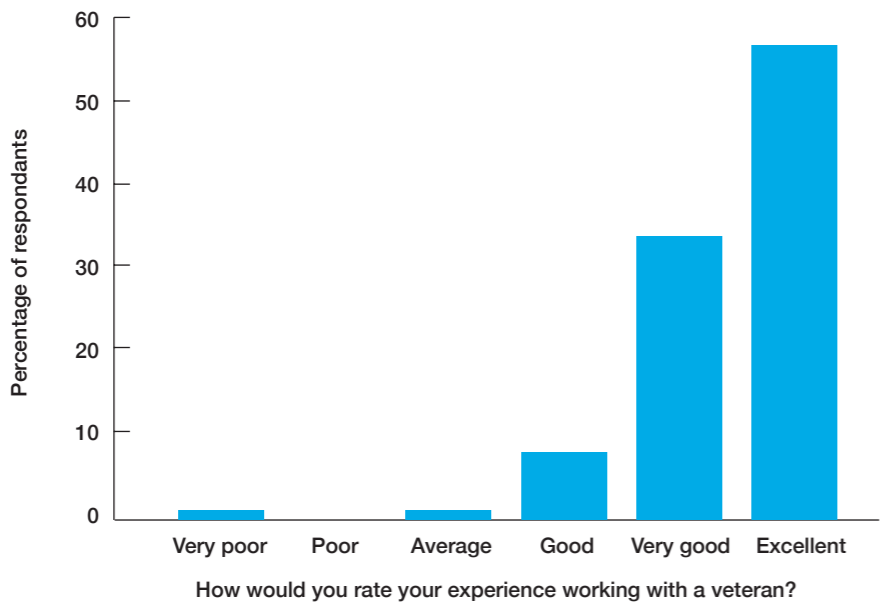
14%
of survey respondants

didn't know if their colleagues had a military background

In September 2017, the Veterans Employment Program Stakeholder Survey was made live online via SurveyMonkey software. The survey was designed to establish baseline data for anecdotal evidence regarding veterans' perception of employment following transition out of the ADF, and the perception of civilian employers and colleagues towards veterans.

Summary of key survey results

- 100% of hiring managers who have employed a veteran in the past rated the experience as Good (10%), Very Good (29%) or Excellent (61%).
- 92% of hiring managers would consider hiring a veteran in future.
- 98% of colleagues who have worked with a veteran in the past (but were not a hiring manager) rated the experience as Good (8%), Very Good (35%) or Excellent (56%).
- 14% of respondents didn't know whether any of their colleagues have had a military background.
- 90% of veterans have sought work since transitioning out of ADF service, with only 8% of veterans not intending to seek work after their ADF career.

- 45% of veterans found the process of securing employment outside of ADF difficult (31%) or very difficult (14%).
- 73% of veterans did not feel confident writing their CV.
- 81% of veterans did not feel confident in a job interview setting.
- 55% of veterans felt they did not know how to translate their skills and experience to prospective employers in a way that they understood.
- 94% of veterans surveyed have been successful at securing some form of employment since transitioning from the ADF.
- 28% of veterans had a job already secured prior to leaving the ADF.
- 48% of veterans felt that their skills and experience were not utilised in their work post-ADF.

Engagement of veterans

The Program seeks to attract veterans with the message that the NSW Government wants to utilise their extensive skills and experiences for roles where they will have the most impact for the benefit of NSW.

Assisting veterans find work in NSW Public Sector

Veterans Affairs assists veterans interested in applying for NSW Government roles in several ways. The program is not resourced to enable a recruitment function, rather the emphasis is to enable and empower veterans with the tools and information to be positioned as competitively as possible for selection in their preferred role.

Research conducted during the development of the program strategy made it clear that veterans did not want preferential treatment or to be perceived in any way as receiving 'charity' through employment initiatives. By driving an increase in the awareness and understanding of the value and transferability of veteran skills, the Program intends to yield initiatives with greater longevity and reach for veteran outcomes. The Program aims to remove any disadvantage a veteran may face due to:

- a lack of understanding of the veteran skills and experience by potential employers.
- a veteran's inability to effectively communicate their capabilities to potential employers.
- a veteran's lack of understanding of the NSW Government recruitment process.

This approach is developed in-line with the key message of the Program: veterans are a highly skilled and experienced cohort whose capabilities translate well into civilian roles. The approach involves assistance to:
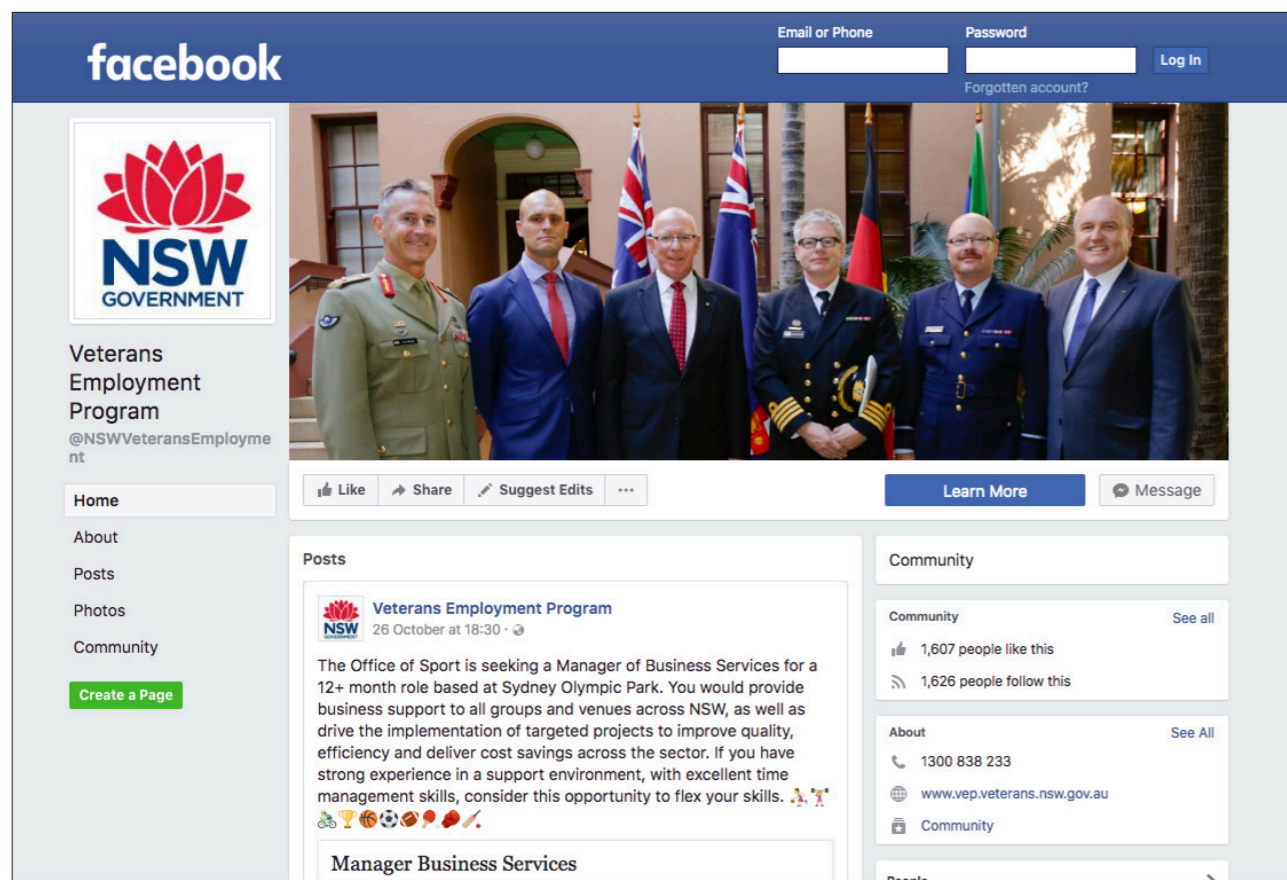
- Connect talent to job opportunities.
- Identify appropriate job types and grades for veteran applicants.
- Provide tips and advice for applications and interviews.
- Connect veterans to vocational assessment and training.
- Facilitating networking.
- Engaging and educating hiring managers.

Online portal and tools

The Program has continued to update its established web portal, featuring a range of practical information and a variety of custom-built tools and resources to assist ADF personnel transitioning from Defence careers with the NSW Government recruitment process.

The tools and information are intended to be practical, relevant and easy to use. Feedback from stakeholders has attested to the usefulness of these tools and resources for veterans. These include:

- **ADF Rank – NSW Government Grade Matcher**
  This unique tool estimates equivalent NSW Government grades based on ADF ranks to assist veterans' job search.
- **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 3
How hiring managers rate the experience of working with a veteran, based on results from the 2017 Stakeholder Survey

Percentage of respondants

How would you rate your experience working with a veteran?

- **Program fact sheet**
  A downloadable resource to provide information about the Program, details of the benefits of working with NSW Government, useful advice about the range of skills veterans can bring to government workplaces and how ADF capabilities can be mapped to those required as part of NSW Government roles.

- **Reference sheet**
  A downloadable resource to assist NSW Government employment decision-makers to broadly understand the core skills of each military rank, through a skills mapping summary which provides insight about the transferability of veterans' skills to NSW Government roles and workplaces. This resource is also used to help veterans translate their military skills using language that is common and can be understood by NSW Government employers. The skills mapping overview is at *Annex E*.

- **Tips for job applicants**
  A growing library of tips and advice for every facet of the recruitment process. This includes information about reading and interpreting NSW Government position descriptions.

- **Career examples**
  Explanations of the steps veterans took to help secure rewarding careers within NSW Government.

- **Directory of resources**
  A list of useful links to the web pages of other organisations that assist veterans.

The Program's web portal is at:
https://www.vep.veterans.nsw.gov.au/

Social media

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
- advice and links to resources for veterans seeking employment
- other resources to help transitioning veterans

The Page has (as at 30 September 2017):

- **Page likes** Approx: 1,500 (1,100 male, 400 female)
- **Posts** Job advertisements, tips for job applicants, news and links to resources: 131
- **Total page impressions** The total number of times content is displayed: 350,000
- **Job posts** The number of recruitment campaigns and opportunities shared: 67

LinkedIn and Instagram

Veterans Affairs reaches audiences on LinkedIn and Instagram through collaboration with accounts belonging to the Department of Justice NSW. This collaboration has contributed to the success of the social media reach for the Veterans Employment Program.

Employer Engagement

Veterans Affairs spends significant time delivering their communications campaign to employers and communicating the successes of the Program to the ADF, other States, the Commonwealth and Industry. Consultative and collaborative engagement with prospective employers across the public and private sector continues to drive the success of the program. Through this engagement Veterans Affairs continues to shift the perception of veterans in the community. Approximately 60% of staff engagement is spent with various employers to achieve this goal. The breakup of time spent engaging with key stakeholders as a part of this campaign is shown in *Annex B*.

Assisting NSW Government employers

Through the program, NSW Government employers are offered information and training on the broad skills and experience of ADF ranks. Veterans Affairs works in consultation with these employers to develop initiatives and activity which utilise veteran talent in their teams.

This engagement involves:

- Education and awareness
- Identifying appropriate job types and grades for veteran applicants
- Advice on role advertisement and position description terminology and formats suitable for veteran applicants
- Connection to vocational assessment and training to fill in gaps for veteran applicants or employees
- Networking and facilitation

Other State Governments, the Commonwealth Government and corporates

Veterans Affairs has worked with the Office for the NSW Minister for Veterans Affairs to engage with other state governments, the Commonwealth and the private sector about the possible roles we can all be involved in, in employing veterans. This engagement has been characterised by relationship building with key organisations interested in employing veterans and willing to lead in veteran employment initiatives.

Veterans Affairs has provided ongoing consultation, information and support to:

- The Department of Veterans' Affairs (DVA) to assist in progressing the Prime Minister's Veterans Employment Program.
- The Prime Minister's Industry Advisory Committee on Veteran Employment.
- State Government agencies responsible for veterans affairs.
- The newly formed Australian Veterans Employment Coalition which includes approximately 15 major industry partners including Australia Post, Downer, J.P. Morgan, Westpac and Wesfarmers.

Engagement with veteran employment enablers

Veterans Affairs has strong relationships with many organisations involved in or interested in being involved in veteran employment initiatives. This collaboration enables the wider community to leverage from the program's existing expertise, and for the program to gain greater exposure through sharing our successes. These relationships include:

- **Ex-Service Organisations (ESOs)**
  Veterans Affairs has built strong working relationships with all key ESOs operating within NSW (including RSL NSW and Sydney Legacy) and has briefed these organisations on the Program at regular ESO forums. These organisations have assisted with promoting the Program through their networks.

- **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 current pilot project framework. This ongoing interaction continues to provide valuable insight and support.

- **DVA**
  Veterans Affairs has regular engagement with DVA which has been very supportive of the Program objectives.

- **Defence Community Organisation (DCO)**
  Veterans Affairs is working closely with DCO to educate transition officers and training providers. Veterans Affairs participates in DCO Transition Seminars to increase awareness among veterans looking to enter the NSW workforce.

- **Commonwealth Department of Employment**
  Veterans Affairs is working in an advisory role assisting in the development and delivery of the Prime Minister's Veterans Employment Program.

- **Contracted service providers**
  Konekt, APM and IPAR provide transition services for people separating from the ADF. These 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 to provide feedback and assistance to enhance their programs. This collaboration also provides additional exposure to the pipeline of potential applicants transitioning out of the ADF.

- **Local Government NSW**
  Veterans Affairs has met with representatives of NSW Local Government to discuss our Program and offer advice on how a similar initiative could be established across NSW Councils.

These productive working relationships have seen discussion on a range of topics and are of significant value for all participants. Feedback received 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 refinement of the Program strategy.

Veterans Affairs believe that sharing resources and information about the progress of our Program with these stakeholders will synergise community efforts to improve veteran employment across NSW and Australia.

94%
of veterans
had found work since leaving the ADF

NEXT STEPS

Further proposed work will include:

- Delivery of a pilot project to test the proposed linking mechanism within the Justice Cluster, NSW Government.
- Review and development of a linking mechanism model following the pilot project to complete Stage 3 of the Workforce Planning Project.
- Using the model developed as part of the Workforce Planning Project, Veterans Affairs will progress similar projects in other NSW Government Departments and Agencies.
- Ongoing engagement and support for private sector initiatives.
- Ongoing engagement with other state and Commonwealth Governments to share lessons learnt, research and methodology to further improve veteran employment across Australia.

- Significant update and ongoing maintenance and 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.
- Development of resources to broaden Program reach, including the production of four educational videos and a collection of additional case studies of veterans successfully employed across NSW Government. These resources will continue to be used to educate the wider community on the skills and attributes of veterans, through leading by example in NSW Government.

"It is only when I left the ADF that I appreciated the level of comradery we have. It's important that veterans manage their expectations and make use of those networks after they leave to help with their transition."

PAUL RINDERMANN
COURT ESCORT OFFICER, SECURITY AND INTELLIGENCE, CORRECTIVE SERVICES NSW
FORMER ENGINEER, ARMY, AUSTRALIAN DEFENCE FORCE

APPENDICES

Annex A – Program research and data

73% of veterans
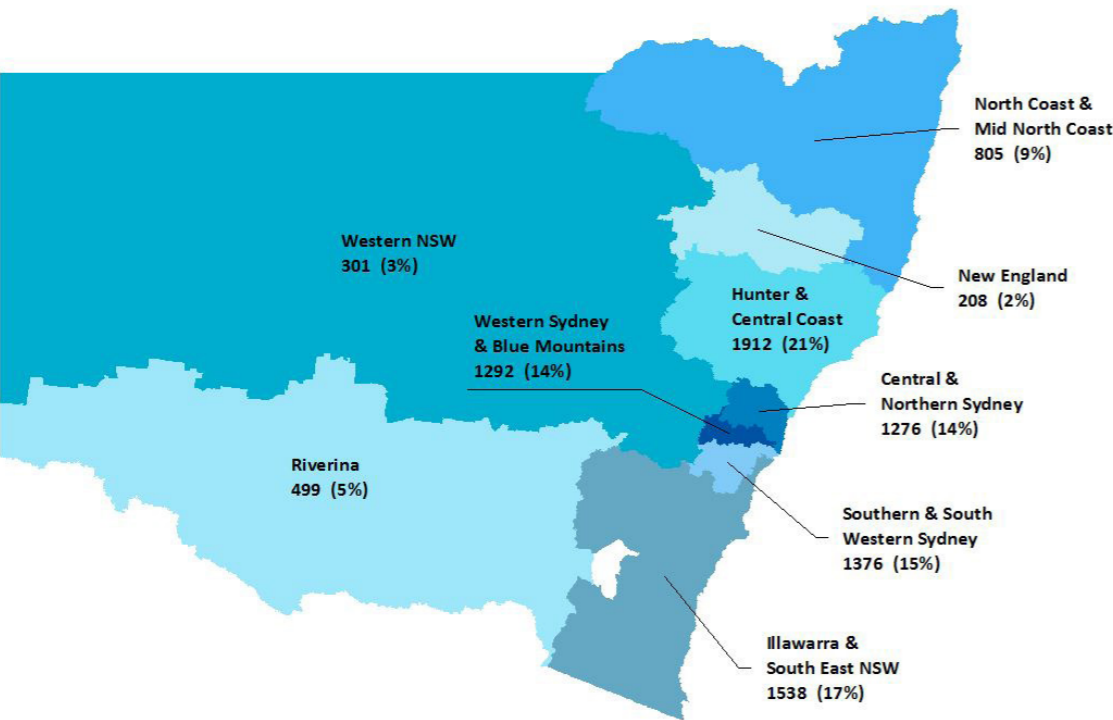did not feel confident writing their CV

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.

90% of veterans
had sought work since leaving the ADF

NSW Government led research continues efforts 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 established 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. The effort required by veterans to secure employment can be much higher than it is for the general population. Results from the Program's first report (6 Month Report) showed that veterans had an application success rate of 2.54%, compared to the 4.50% success rate of the general population. The success rate for veteran applications appears to have improved to 4.11% at the time of this report. The experience of employment issues is not unique to veterans in NSW, as other Australian and international

governments continue to address the issue of securing meaningful, post-military employment for veterans.

Consultation and data collected to date shows that veterans experience particular difficulty communicating their military skills in a civilian context, resulting in veterans being unemployed, or employed in unsuitable roles. This problem is compounded by a general lack of understanding of veterans' skills by public and private employers. There is a range of terminology specific to the military which employers struggle to understand. There are also processes and language associated with civilian recruitment which is not well understood by veteran candidates.

A previous lack of quantifiable data on existing veteran employment rates and experiences is a common problem across all industries. Most organisations are not aware of the number of veterans they already employ or how veteran applicants fare through their recruitment processes. The NSW Government has begun to resolve this issue through data collection conducted by the NSW

Public Service Commission. Over time these new practices will continue to provide valuable analytical results which will inform the development of further veteran employment initiatives and assistance. VEP frequently share information about program experiences and tools across NSW Government, other governments across Australia and private industry, to contribute to the improvement of veteran employment.

Veterans in New South Wales

New South Wales hosts the largest number of major military bases in Australia. Each year since 2010, between 1,200 and 1,500 highly-skilled military people have transitioned out of the ADF into NSW. These numbers show that supporting the effective transition of veterans should be a priority, including finding sustainable and meaningful careers after their military service. While the majority of veterans do transition out of the military from the Sydney metro region, there is a significant talent pool of veterans who return to or settle in regional NSW *(refer to Figure 3)*.

Figure 4
Number of veterans transitioning into regions across NSW (2010–16)

Western NSW
301 (3%)

North Coast & Mid North Coast
805 (9%)

New England
208 (2%)

Hunter & Central Coast
1912 (21%)

Western Sydney & Blue Mountains
1292 (14%)

Central & Northern Sydney
1276 (14%)

Riverina
499 (5%)

Southern & South Western Sydney
1376 (15%)

Illawarra & South East NSW
1538 (17%)

Table 5
Number of veterans transitioning into regions across NSW, 2010–16

Region	No. transitions to region	Percentage of transitions in NSW
Central & Northern Sydney	1276	14%
Hunter & Central Coast	1912	21%
Illawarra & South East NSW	1538	17%
New England	208	2%
North Coast & Mid North Coast	805	9%
Riverina	499	5%
Southern & South Western Sydney	1376	15%
Western NSW	301	3%
Western Sydney & Blue Mountains	1292	14%

Analysis of ADF transitions: The pipeline of talent

The Veterans Employment Program continues to work 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 2010 and 2016 were:

Across NSW, 82% of transitions between 2010 and 2016 were Other Ranks (Non-Commissioned Ranks including soldiers, sailors, air men and air women), and 18% were Commissioned Ranks.

- According to ANZSCO employment categories, veterans transitioning into NSW between 2010 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
  – ICT professionals
  – Chief Executives, General Managers & legislators
  – Carers & aides
  – Numerical clerks
  – Hospitality workers

These ANZSCO employment categories relate to job types which are directly transferable into almost every standard role in NSW Government at every level.

Figure 5
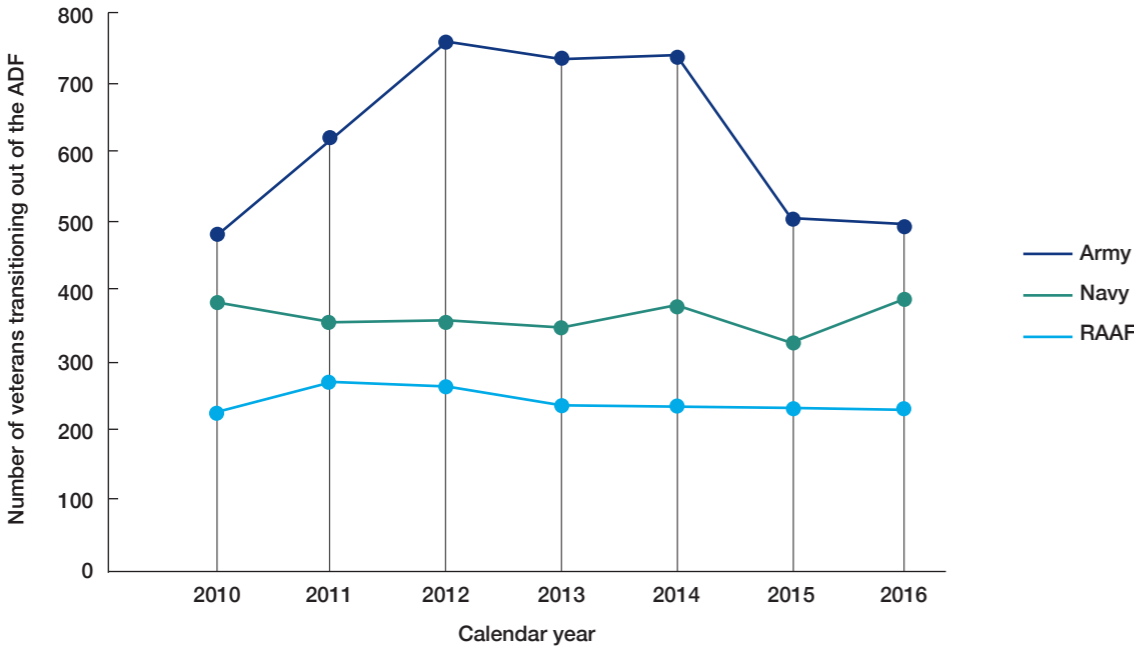**Total number of transitions by ADF Service into NSW, 2009–16**

Figure 6
NSW transition trends out of ADF by NATO rank, with numbers by service provided, 2009–16

	E03 / E04	E05	E06	E08	E09	O01	O02	O03	O04	O05	O06	O07
RAAF	345	342	194	86	98	7	16	168	113	73	37	9
Navy	885	527	197	103	31	23	58	163	122	49	26	12
Army	1908	600	284	206	91	2	43	180	176	59	26	6
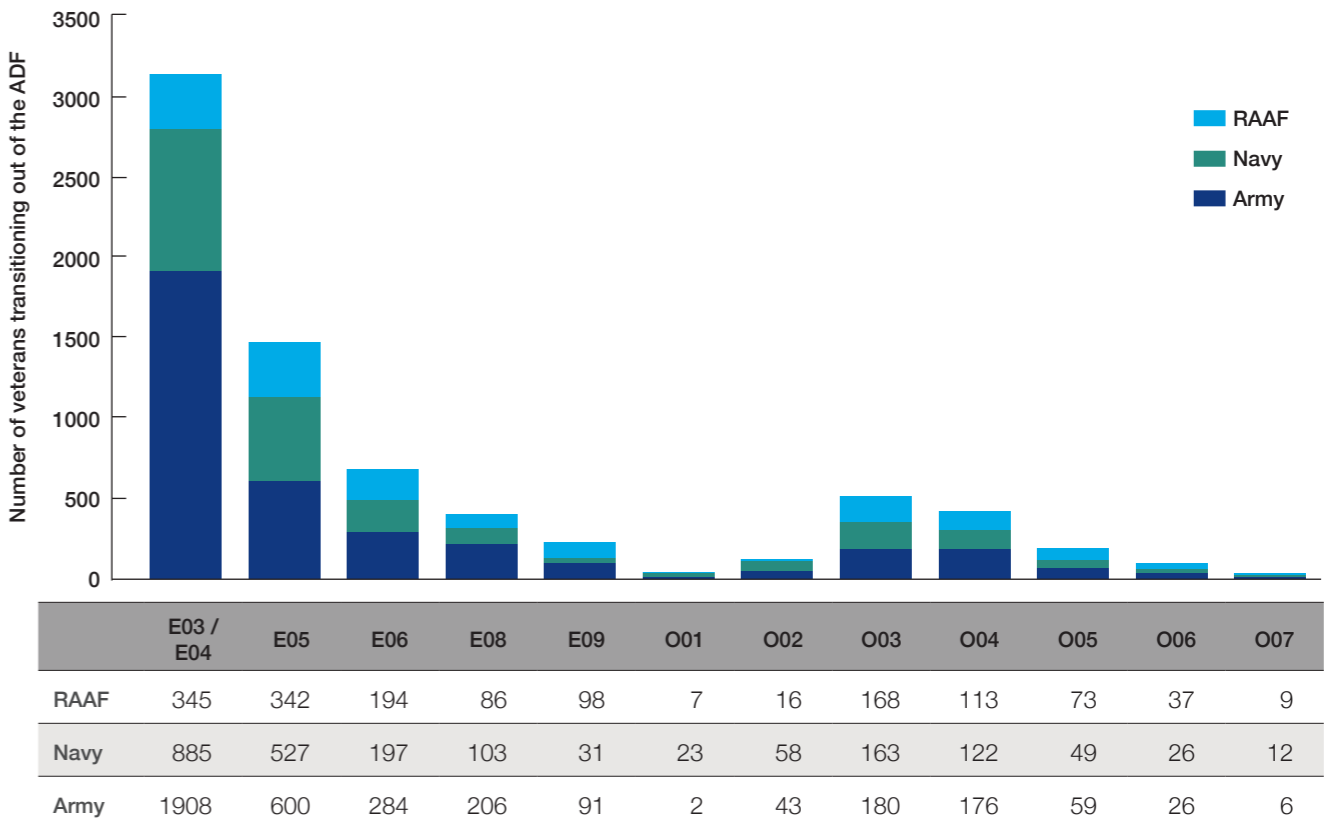
Table 6
NATO rank codes equivalent ranks across Air Force, Navy and Army in the Australian Defence Force (ADF)

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-Marshall	Rear Admiral	Major General

Annex B – Veterans Affairs Stakeholder Engagement

Veterans Affairs spends significant time delivering their communications campaign, engaging with veterans and employers and communicating the successes of the Program to the ADF, other states, the Commonwealth and industry. The figure below represents the breakup of time spent engaging with key stakeholders.

45%
of veterans
found getting a job post ADF difficult

Figure 7
Breakdown of stakeholder meetings held by Veterans Employment Program staff (January to September 2017)

- Invictus 2%
- Other State Governments 1%
- Commonwealth Government 1%
- Local Government 1%
- External Stakeholders 5%
- NSW Government 30%
- Consultant 5%
- Ex-Service Organisation 5%
- Office for Veterans Affairs* 6%
- Veterans 8%
- Industry 25%
- Department of Defence 11%
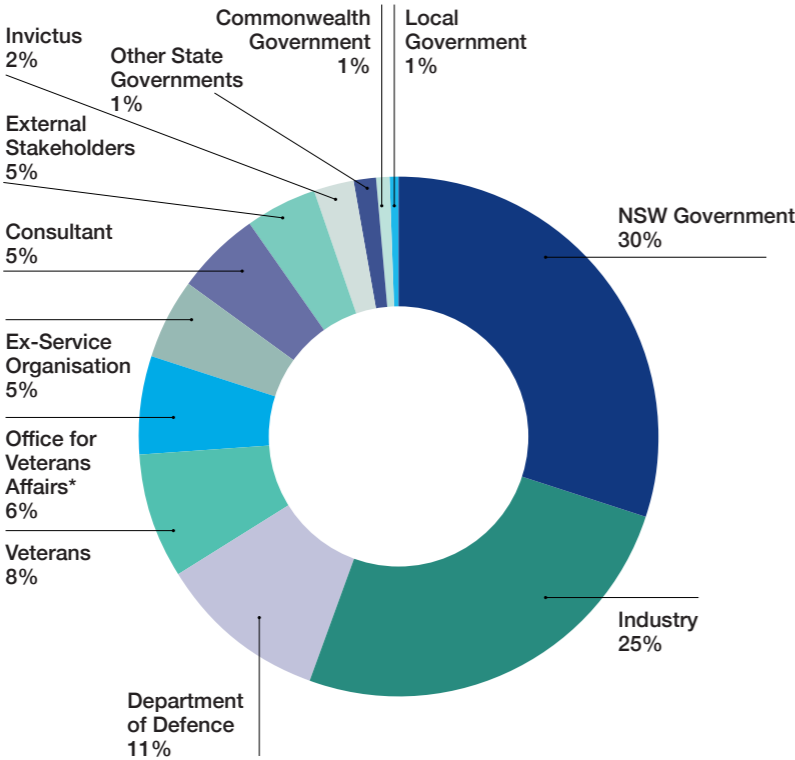
* Veterans Affairs data does not include regular internal team meetings. Activity relating to the Centenary of Anzac, Anzac Memorial, and other welfare initiatives are included.

Annex C – 2017 Stakeholder Survey

The Veterans Employment Program Stakeholder Survey was open for 6 weeks from August to October 2017. A total of 241 responses were collected. All results refer to the data collated from respondents of this survey only.

92%
of hiring managers
would consider hiring a veteran in future

The survey was completed by respondents who accessed the survey online via the below distribution points:

- Veterans Employment Program Facebook page
- Department of Justice NSW Facebook page
- Defence Community Organisation (DCO) Facebook page.
- Email to Veterans Employment Program Network List and key stakeholders
- Email to all staff in Department of Justice NSW, sent by the Departmental Secretary
- Department of Justice NSW LinkedIn page

This survey will be conducted periodically to continue to provide statistical evidence to support or refute anecdotes prevalent in the veteran community and the wider Australian community. The full results of the survey are below:

"I'd encourage veterans to consider a career in the NSW Government for a strong culture, stability and work life balance."

SHANE HUMPHRIES
BUSINESS ANALYST, DIGITAL AND TECHNOLOGY SERVICES, DEPARTMENT OF JUSTICE
FORMER ABLE SEAMAN, NAVY, AUSTRALIAN DEFENCE FORCE

Hiring Manager experience

- 20% of respondents were hiring managers or prospective employers within the NSW Public Sector.
- 92% of hiring managers would consider hiring a veteran in future.

Colleague experience

- 55% of respondents work or have worked with veterans in a civilian workplace in the past. Of those 100% rated the experience as Good (10%), Very Good (29%) or Excellent (61%).
- 14% of respondents didn't know whether any of their colleagues have had a military background.

Veteran status

- 55% of respondents had a military background. Of those:
  - 6% of respondents are currently serving in the ADF.
  - 8% of respondents are reservists.
  - 41% of respondents are reservists or veterans no longer serving (representing the veteran talent pool for the civilian workforce).

Veterans seeking work

- 90% of veterans have sought work since transitioning out of ADF service, with only 8% of veterans not intending to seek work after their ADF career.
- 45% of veterans found the process of securing employment outside of ADF difficult (31%) or very difficult (14%).
- 20% of veterans felt they had thoroughly planned their transition out of the ADF.
- 34% of veterans felt unequipped or under equipped to approach the job hunting and hiring process of civilian organisations after leaving ADF.

Writing a CV

- 73% of veterans did not feel confident in writing their CV.
- 6% of veterans had received training on how to write a CV through services provided by ADF (DCO).
- 25% of veterans had sought training on how to write a CV outside of ADF.
- 55% of veterans felt they did not know how to translate their skills and experience to prospective employers in the way they understood.

Interviews

- 81% of veterans did not feel confident in a job interview setting.
- 5% of veterans had received training on how to complete a job interview through services provided by ADF (DCO).
- 22% of veterans had sought training on how to complete a job interview outside of ADF.

Job applications

- 94% of veterans surveyed have been successful at securing some form of employment since transitioning from ADF.
- 48% of veterans felt that their skills and experience were not utilised in their work post ADF.
- 28% of veterans had a job already secured prior to leaving the ADF.

NSW Government

- 17% of veterans did not know what types of employment opportunities are available in NSW Government.
- NSW Government recruitment process:
  - 28% of veterans felt it was clear and logical.
  - 31% felt that it was confusing and too complicated.
  - 33% felt that the recruitment process put them off applying for jobs in the NSW Public Sector.
- 85% of veterans who responded had applied for a role with the NSW Government.
- 83% of veterans who responded would consider applying for a role with the NSW Government.
- 64% of respondents were aware of the NSW Government's Veterans Employment Program before undertaking this survey.
- 66% of respondents to the survey were NSW Government employees, with the majority working across the NSW Department of Justice.

The focus on modern veterans

- 44% of veterans felt that Ex-Service Organisations should focus more on modern day veterans.
- 39% felt that NSW Government Veterans Affairs should focus more on modern day veterans.
- 5% of veterans surveyed had utilised support available from ex-service organisations to assist in their transition and post-military employment.

Annex D – Veterans Employment Program Media Activity

NSW Government Internal Media

Significant media engagement has been conducted to grow the exposure of the Program. This includes:

Department of Justice Internal media

- Article advertising the Program Network List. (*Are you a veteran? We want to hear from you!*, 1 August 2017).
- Article promoting the activity of the Office for Veterans Affairs, including the Veterans Employment Program. (*Busyness as usual for Veterans Affairs and Anzac Memorial teams*, 26 July 2017).
- Article advertising the Program's annual report and latest results. (*Jobs for veterans: employment program delivers*, 18 May 2017).
- Article welcoming and promoting the Office for Veterans Affairs, including Veterans Employment Program. (*Welcome Veterans Affairs to the Department of Justice*, 3 April 2017).

Department of Justice Internet

- Article advertising the Program network List. (*Are you a veteran? We want to hear from you!*, 1 August 2017).
- Article advertising the Program's annual report and latest results. (*NSW leads the nation with veteran employment initiatives*, 18 May 2017).

All staff email

- Inclusion in the Secretary's newsletter distributed department wide, providing an update on Program progress date (September 2017).
- Email promoting the Program Stakeholder Survey and thanking staff for their participation following the Network List mail out. (*Veterans Employment Program Stakeholder Survey*, September 2017).
- Email advertising the Program Network List (*Are you a veteran? We want to hear from you!*, August 2017).

NSW Government media activity outside of Department of Justice

- *Veterans Employment Program case studies*, NSW Department of Premier and Cabinet Intranet (9 June 2017).
- *Veterans eclipse NSW employment target*, MP newsletter insert (6 May 2017).
- *Veterans employed in NSW public sector eclipse target*, NSW Government Intranet (3 May 2017).

Traditional media

The program gets significant media attention in print, online, radio and television broadcasts. Further to the internal media listed above, these include:

Television

- *Coming Home*, SBS Insight television program (15 August 2017). http://www.sbs.com.au/news/insight/tvepisode/coming-home
- *Launch of the Veterans Employment Program* (5 May 2016). Various features on television on this day.
- *Garth Callender talks about transitioning back into civilian life after war*, 730 Report television program (26 April 2017).

Radio

- *Garth Callender interview with ABC Statewide Drive* (5 May 2016).

Print Media

- *Program promotes skills of Australian Defence Force veterans*, Sydney Morning Herald (15 July 2017). http://www.smh.com.au/business/workplace-relations/head-20170712-gx9ya0.html
- *War veterans bank on JP Morgan for employment*, The Australian (6 May 2016). http://www.theaustralian.com.au/business/war-veterans-bank-on-jpmorgan-for-employment/news-story/1b856cc731131bad704b2c86b3d3fd9b

- *Employers' rhetoric doesn't match returned soldiers' experiences: a new employment program seeks to harness veterans' skills in the public sector*, The Australian (5 May 2016). http://www.theaustralian.com.au/opinion/employers-rhetoric-doesnt-match-returned-soldiers-experiences/news-story/af1c8bebe65e66820cd013fc00a1be0a

- *Veterans face rocky transition: ex-military personnel require assistance in entering the civilian workforce*, The Australian (22 April 2017). http://www.theaustralian.com.au/careers/army-veterans-face-rocky-transition-to-civilian-work/news-story/3f80556b2e359469441cc34cff99550b

- *NSW Government Veterans Employment Program*, Journal of the Royal Australian Armoured Corps Association NSW Inc. (April 2016).

Online Media

- *Program utilises skills of ex-military personnel*, L&D Hub, online article (18 July 2017). http://www.ldphub.com/general-news/program-utilises-skills-of-exmilitary-personnel-238873.aspx

- *Veterans Employment Program*, RSL NSW (20 June 2016). http://rslnsw.org.au/announcements/veterans-employment-program

- *Veterans encouraged to try public sector jobs in NSW*, The Mandarin (6 May 2016). https://www.themandarin.com.au/64470-veterans-encouraged-try-public-sector-jobs-nsw/

- *Veterans given leg-up for NSW government 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 Facebook page

1,500 facebook likes

Media Releases

- *New Employment Program to Recognise Skills and Service of Veterans*, Minister for Veterans Affairs' Office (5 May 2016).

- *Veterans eclipse NSW employment target*, Minister for Veterans Affairs' Office (2 May 2017). https://www.veterans.nsw.gov.au/about-us/media-releases/2017/05/04/the-nsw-governments-veterans-employment-program-has-exceeded-its-target-to-employ-200-former-australian-defence-force-personnel-by-2019/

> *"The skills developed in the ADF include leadership, decision making, judgement and problem solving."*
>
> MICHAEL DRAKE
> FORMER LIEUTENANT COMMANDER,
> ROYAL AUSTRALIAN NAVY

Annex E – ADF Rank to NSW Government Grade Mapping

Commissioned Officers

AUSTRALIAN DEFENCE FORCE	ARMY	General	Lieutenant General	Major General	Brigadier	Colonel	Lieutenant Colonel	Major	Captain	Lieutenant
	NAVY	Admiral	Vice Admiral	Rear Admiral	Commodore	Captain	Commander	Lieutenant Commander	Lieutenant	Sub Lieutenant
	AIR FORCE	Air Chief Marshall	Air Marshall	Air Vice-Marshall	Air Commodore	Group Captain	Wing Commander	Squadron Leader	Flight Lieutenant	Flying Officer
	GENERAL EXPERIENCE	– Principal responsibility for converting government policy into strategic and adequately resourced military campaigns. – Management of high-level strategic relationships and influencing policy and decision-making at the whole of-government level. – Principal responsibility for strategic workforce decision-making for the entire ADF.			– Command up to 5,000 officers and soldiers. – Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.		– Advanced writing and liaison skills in a government setting, while applying comprehensive planning and problem solving skills. – Responsible for personnel welfare, general morale, administration and equipment maintenance for up to 120 and 650 officers and soldiers respectively. – Responsible for overall operational effectiveness of 400–600 staff in business units. – Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.		– Receive instructions from superiors, then plan priorities, coordinate resources and determine work responsibilities for up to 120 soldiers. – Maintenance and security of equipment and stores that may exceed millions of dollars in value. – Mentor, counsel and support the development and career progression of subordinates – Take responsibility for the actions and performance of their team; show initiative and self-reliance. – Confident speaking and writing skills with a variety of senior and subordinate audiences.	

NSW GOVERNMENT	EQUIVALENT GRADE	SENIOR EXECUTIVE SERVICE (SES) GRADES 1–4			CLERK GRADE 12 / SES GRADE 1	CLERK GRADE 9/10 – 11/12	CLERK GRADE 9/10	CLERK GRADE 7/8
	CAPABILITY FRAMEWORK	HIGHLY ADVANCED	ADVANCED		ADVANCED		ADEPT	
	CORE CAPABILITIES	**Results** Think and solve problems **Business enablers** Project management **Relationships** Influence and negotiate **People management** Manage reform and change	**Results** Think and solve problems **Business Enablers** Project management **Relationships** Influence and negotiate **People management** Manage reform and change		**Results** Think and solve problems **Business Enablers** Project management **Relationships** Communicate effectively **People management** Manage and develop people		**Results** Think and solve problems **Business enablers** Project management **Relationships** Communicate effectively **People management** Manage and develop people **Personal attributes** Resilience, integrity, manage self	

Other Ranks

AUSTRALIAN DEFENCE FORCE	ARMY	Warrant Officer Class 1	Warrant Officer Class 2	Sergeant	Corporal	Lance Corporal	Private
	NAVY	Warrant Officer	Chief Petty Officer	Petty Officer	Leading Seaman	Able Seaman	Seaman
	AIR FORCE	Warrant Officer 1	Flight Sergeant	Sergeant	Corporal	Leading Air-craftman/woman	Aircraftman and aircraftwoman
	GENERAL EXPERIENCE	– Train, build morale and supervise up to 600 soldiers. These ranks mentor and develop subordinate staff, overseeing their administrative needs and provide counselling duties. – As a member of a middle management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly. – Highly-independent, logical thinkers that enforce high standards of general conduct and achievement of work goals. – Exceptional ability to communicative complex instructions with clarity and confidence, and to large audiences.		– Train, lead and supervise up to 30 soldiers. These ranks mentor and develop subordinate staff, as well as overseeing their administrative needs. – As a member of a junior management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly. – Breaking-down and communicating complex instructions clearly to subordinates.	– Train, lead and supervise a team of approximately 10 soldiers. – Receive instructions from superiors, before planning priorities, resources and subordinates' work responsibilities to achieve work goals. – Breaking-down and communicating complex instructions clearly to subordinates. – Make quick and logical decisions, and be accountable for such actions.		– Communicating effectively and taking instruction. – Completing basic operational tasks in small teams. – Make quick and logical decisions, and be accountable for such actions.

NSW GOVERNMENT	EQUIVALENT GRADE	CLERK GRADE 7/8 – 9/10	CLERK GRADE 5/6 – 7/8	CLERK GRADE 5/6	CLERK GRADE 3/4 – 5/6	CLERK GRADE 3/4	CLERK GRADE 3/4
	CAPABILITY FRAMEWORK	ADVANCED		ADEPT	INTERMEDIATE		FOUNDATIONAL
	CORE CAPABILITIES	**Results** Think and solve problems **Business enablers** Project management **Relationships** Communicate effectively **People management** Manage and develop people		**Results** Think and solve problems **Business enablers** Project management **Relationships** Communicate effectively **People management** Manage and develop people	**Results** Think and solve problems **Business enablers** Project management **Relationships** Communicate effectively **People management** Manage and develop people		**Results** Plan and prioritise; deliver results **Relationships** Communicate effectively; work collaboratively