

VETERANS EMPLOYMENT PROGRAM

30 MONTH REPORT



CONTENTS

1. Executive Summary

1.1 Background of the Veterans Employment Program

2. Objectives

3. Key reporting results and insights

3.1 Current trends

3.2 Program engagement

4. Strategy and next steps

4.1 Veterans Employment Program website

4.2 Social Media

4.3 Face to face

4.4 Champions Network

4.5 Mentoring Program

4.6 Local Government Rank to Grade Guide

4.7 Benefits of hiring a veteran in your team

4.8 Veterans Education Program

Annex A – Letters of support

Annex B – Media Release (Veterans Employment Program extension and Announcement of the Veterans Education Program)

1. EXECUTIVE SUMMARY

The Office for Veterans Affairs is pleased to announce that 831* veterans have been successful in securing roles within the NSW Public Sector in the two and a half years since the Veterans Employment Program (VEP) was launched. This has far exceeded the initial target of 200 veterans. On the back of this success, the program has been extended by a further four years, with a new target of securing roles for 1000 veterans by 2023. The recent data from the NSW Public Service Commission (PSC) further revealed an increase of 35 percent (46 veterans) on the previous 6 months figures of veterans securing employment. The period also saw a 24 percent (4219 applications) increase in the number of veterans submitting applications.

These results continue to demonstrate that the VEP is making an impact and attracting veterans to roles within the NSW Public Sector. Looking ahead, the Veterans Employment Program is expecting this upwards trend to continue, with performance to be boosted by an increased social media presence, the continuation of transition support mechanisms, internal and external communication campaigns, collaboration with TAFE NSW, the development of a Champions Network across NSW Public Sector and reaching out to Local Governments and Councils.

1.1 Background of the VEP

In March 2015 the NSW Government made a commitment to establish a program to help 200 veterans find suitable, sustainable and meaningful employment within the NSW Public Sector by 2019. The VEP, which operates within the NSW Office for Veterans Affairs, was officially launched at NSW Parliament House on 5 May 2016.

The VEP was a first of its kind for government in Australia, designed for anyone who has served full-time in the Australian Defence Force (ADF), or the Australian Army Reserve. The methods, approaches and tools that the VEP applies are innovative and unique to the context of veterans and the NSW Public Sector. Combined with extensive inter-agency collaboration, the program initially led the way in employment initiatives to support veterans, but has since been followed by programs in other States and the Commonwealth.

The VEP was honoured to be invited as the only state based organisation to present at the Invictus Games 2018 Symposium and Employment Forum.

*Note this figure differs slightly from the previous figure announced by the Premier in November 2018.

2. OBJECTIVES

The VEP operates with the following objectives:

- To acknowledge and utilise the transferable skills and experience that veterans have gained through their military service, and to educate and assist veterans through the job application process for the NSW Public Sector.
- To educate hiring managers within the NSW Public Sector about the transferable military skills and experience of veterans, to assist veterans into roles where they have the most impact for the benefit of NSW.

3. KEY REPORTING RESULTS AND INSIGHTS

In the two and a half year period ended 30 September 2018;

- 831 former ADF personal were employed or offered a new role within the NSW Public Sector.
- The VEP's initial target to employ 200 veterans was exceeded by 315 percent.
- The two main NSW Public Sector departments that employed veterans were Justice and Transport, with 71 percent of all veterans hired finding employment in these sectors.

When compared to the six month period ended 31 March 2018, in the six month period ended 30 September 2018;

- There was an increase of approximately 20 percent in the number of veterans applying for roles with the NSW Public Sector. The average number of applications submitted remaining constant at approximately two per veteran.
- There was an increase in the number of veterans hired across all clusters, with the exception of the Treasury cluster.
- Planning and Environment and Education clusters both had an overall increase of 2 percent in the number of veterans hired within the period.

3. KEY REPORTING RESULTS AND INSIGHTS

3.1 Current trends

Across the NSW Public Sector the Justice Department received the largest number of job applications from veterans in the two and a half year period ending 30 September 2018. Justice remained the largest recruiter, employing 348 veterans within the period. The Transport Department was the second largest recruiter, hiring 241 veterans.

All clusters have shown increases in the number of veterans hired within the six month period ending September 2018, except for Treasury which remained steady. Industry was a standout with a 52 percent increase in veterans employed, Planning and Environment saw a 43 percent increase, and there was a 27 percent increases within Education, Health and Premier and Cabinet.

NSW Public Sector Department(Cluster)	5 months	10 months	18 months	24 months	30 months	Change between 24month and 30 month data collection
Justice	58	145	231	282	348	+24%
Transport	17	74	144	183	241	+32%
Education	8	24	39	52	66	+27%
Finance, Services & Innovation	9	17	29	37	40	+8%
Planning and Environment	3	14	21	28	40	+43%
Health		6	19	22	28	+27%
Industry	7	14	18	25	38	+52%
Family & Community Services	2	7	10	12	14	+17%
Premier and Cabinet	1	7	10	11	14	+27%
Treasury		2	2	2	2	0%
Total	105	310	523	654	831	+27%

Table: Region – Veteran offers and hires in the two and a half year period ending September 2018.

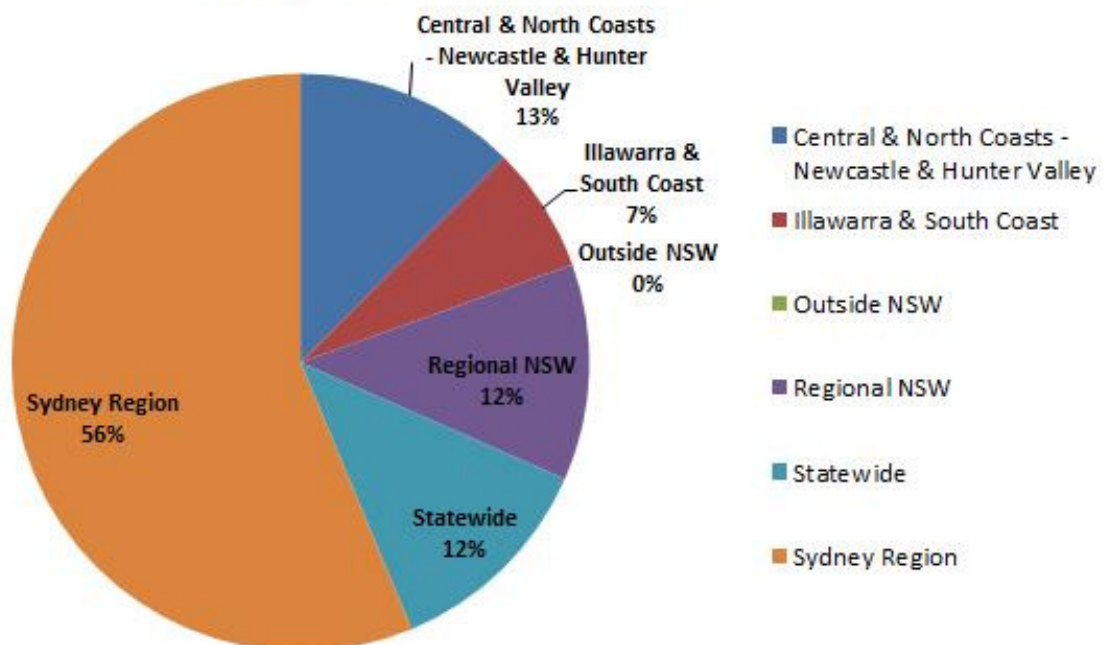
3. KEY REPORTING RESULTS AND INSIGHTS

Approximately 56 percent of veterans hired in the six months ending 30 September 2018 were hired in the Sydney Region. An increase in the number of veterans employed outside of the Sydney region is expected with the assistance of a new initiative of a Local Government Rank to Grade Guide in 2019.

Although not under the NSW Government umbrella, the Local Government Rank to Grade Guide will assist veterans to understand roles available within regional Local Governments/Councils. This initiative is currently being developed jointly by the Office for Veterans Affairs and the Office of Local Government (for more information refer to paragraph 4.6).

Region - Veteran offers, hires.

March 2016 to 30 September 2018



3. KEY REPORTING RESULTS AND INSIGHTS

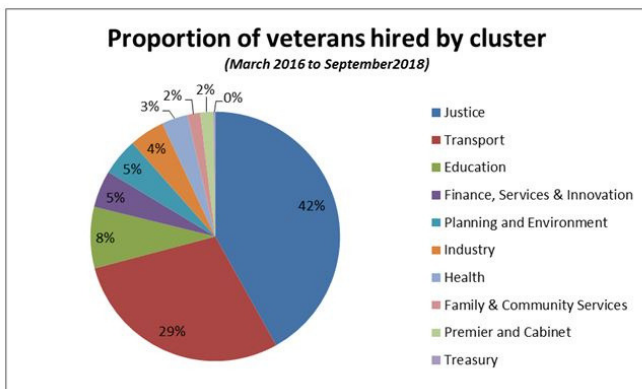
From March 2016 to September 2018 Justice and Transport were the biggest employers of veterans, with the Justice cluster employing 42 percent of all veterans, and Transport employing 29 percent.

Planning and Environment had a slight increase to 5 percent which is an increase of 2 percent.

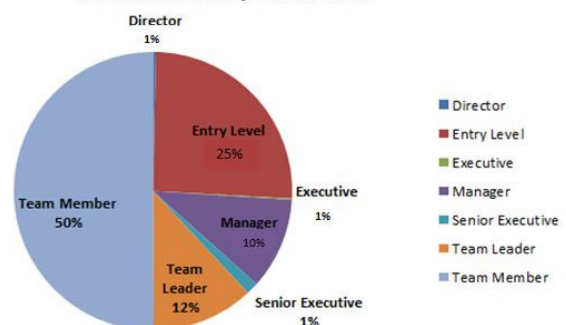
Data collected from the two and a half year period ending 30 September 2018 showed that 50 percent of all veterans who were successful in securing a role with the NSW Public Sector were employed as a Team Member, and 25 percent at the Entry Level. This demonstrates that the take up of government positions is commensurate with the rank structure of the ADF (25 percent officers/75 percent other ranks).

Team leader positions are likely to be filled by junior officers and senior other rank personnel, which account for an additional 12 percent.

One quarter of veterans recruited into the NSW Public Sector hold Positions in Manager, Team Leader and Executive roles, this has remained consistent with previous data collected.



Proportion of veterans employed in each role type
March 2016 to September 2018

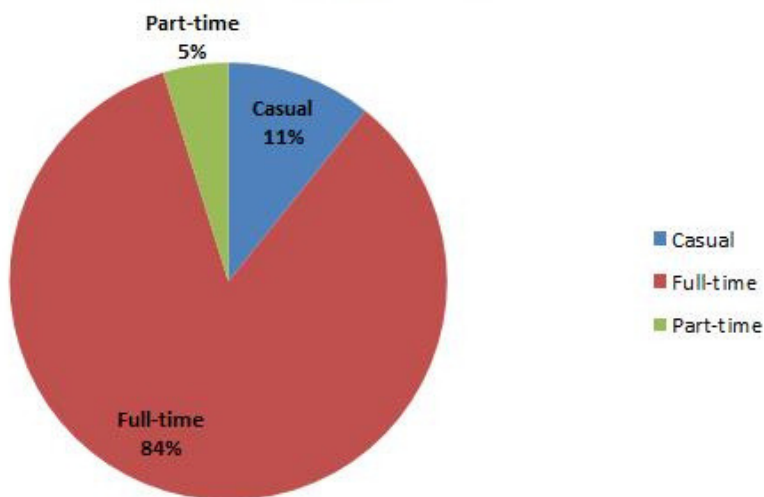


3. KEY REPORTING RESULTS AND INSIGHTS

The majority of veterans transitioned into roles on a full-time basis. However, it is important to note that there was also a representation of part-time and casual hires, which demonstrates the flexible working opportunities within the NSW Public Sector.

Proportion of veterans employed in each type of work

March 2016 - 30 September 2018



3. KEY REPORTING RESULTS AND INSIGHTS

3.2 Program engagement

In 2018 the VEP attended 341 stakeholder meetings, engaging with stakeholders across local and state government, as well as external veteran organisations. Through these meetings VEP continues to grow the Champion Network to support veterans and improve understanding of veterans skills and attributes across the NSW public sector.

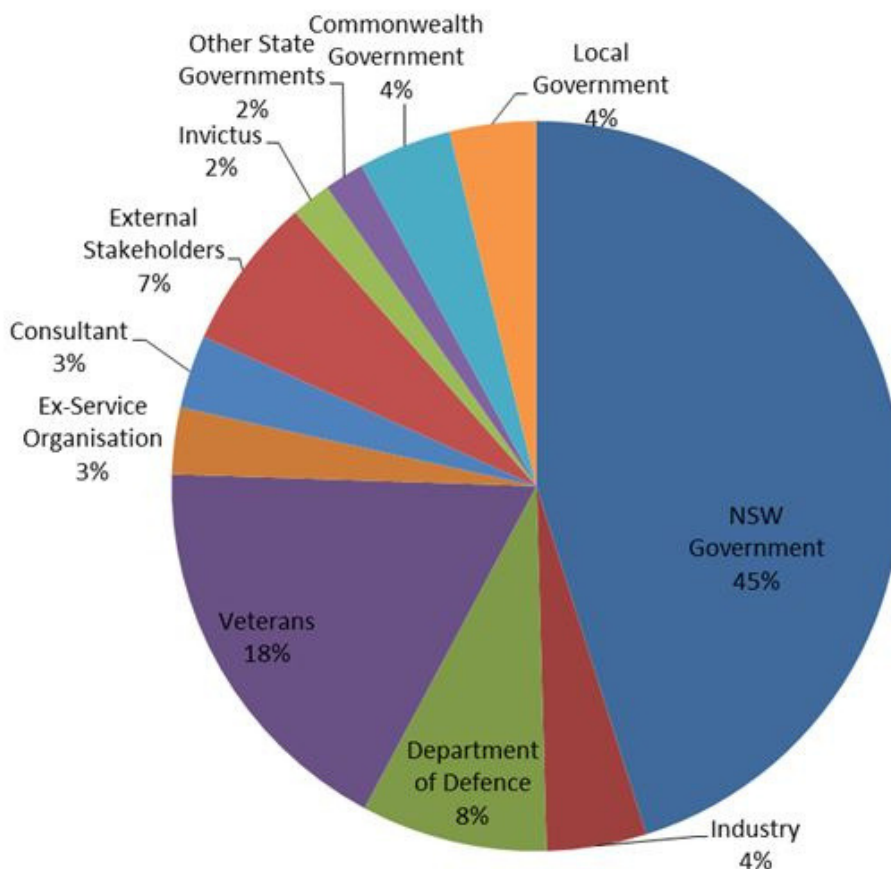


Chart: Stakeholders that the VEP met with throughout 2018

4. STRATEGY AND NEXT STEPS

As outlined in Section 2, the VEP has the following objectives:

- To acknowledge and utilise the transferable skills and experience that veterans have gained through their military service, and to educate and assist them through the job application process for the NSW Public Sector.
- To educate hiring managers within the NSW Public Sector about the transferable military skills and experience of veterans, to assist veterans into roles where they have the most impact for the benefit of NSW.

The VEP continues to work towards its objectives of raising awareness and engaging with Veterans and employers through the following platforms:

4.1 VEP website

The VEP provides a broad range of information and resources to veterans and employers through its website (<https://www.vep.veterans.nsw.gov.au/>). Information and resources maintained by the VEP through the website include:

- Information about the NSW Public Sector, including how to read and interpret NSW Public Sector role descriptions.
- 'Case studies' real-life examples of veterans who have successfully transitioned into rewarding careers with the NSW Public Sector.
- Useful links to external organisations that assist veterans with rehabilitation and the transition into civilian life.
- ADF Rank – NSW Public Sector Rank to Grade Guide estimates equivalent NSW Government job grades based on ADF ranks to assist veterans in their job search.
- Capability Definition Tool breaks down the NSW Government Capability Framework, outlining the capabilities required in roles across the NSW Public Sector.
- The ability of the website to inform and engage veterans and employers is expected to be significantly improved over the next year as a result of a website content review and refresh in the first half of 2019.

Letters of support continue to be gathered and promoted on the website. The most recent being from the recently appointed Commander Forces Command, Major General Greg Bilton, AM, CSC.

4. STRATEGY AND NEXT STEPS

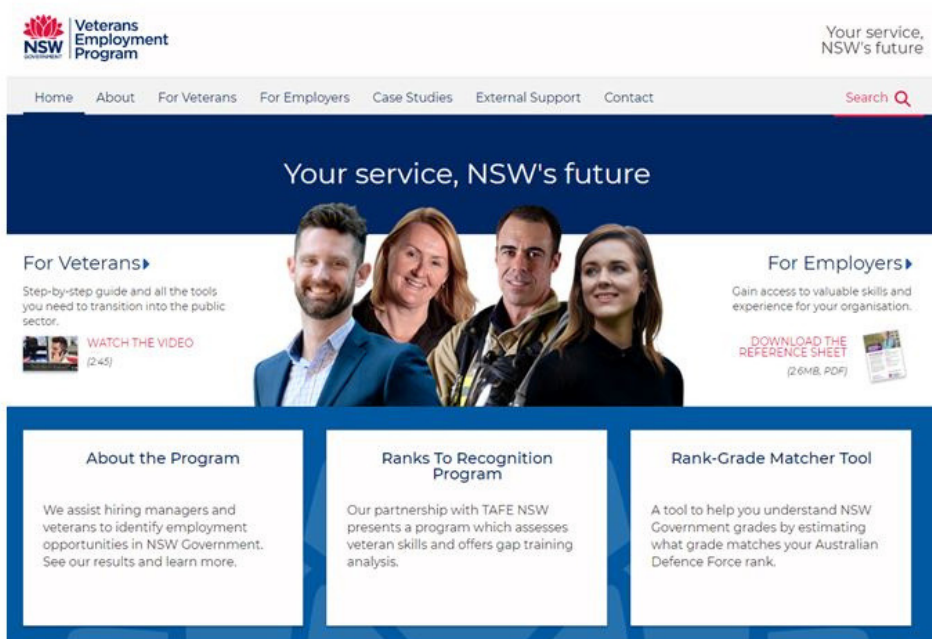


Image: The Veterans Employment Program website homepage

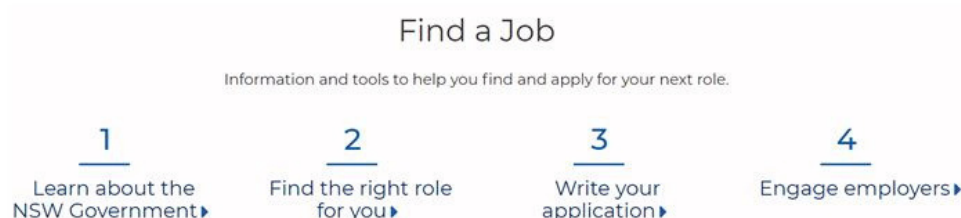
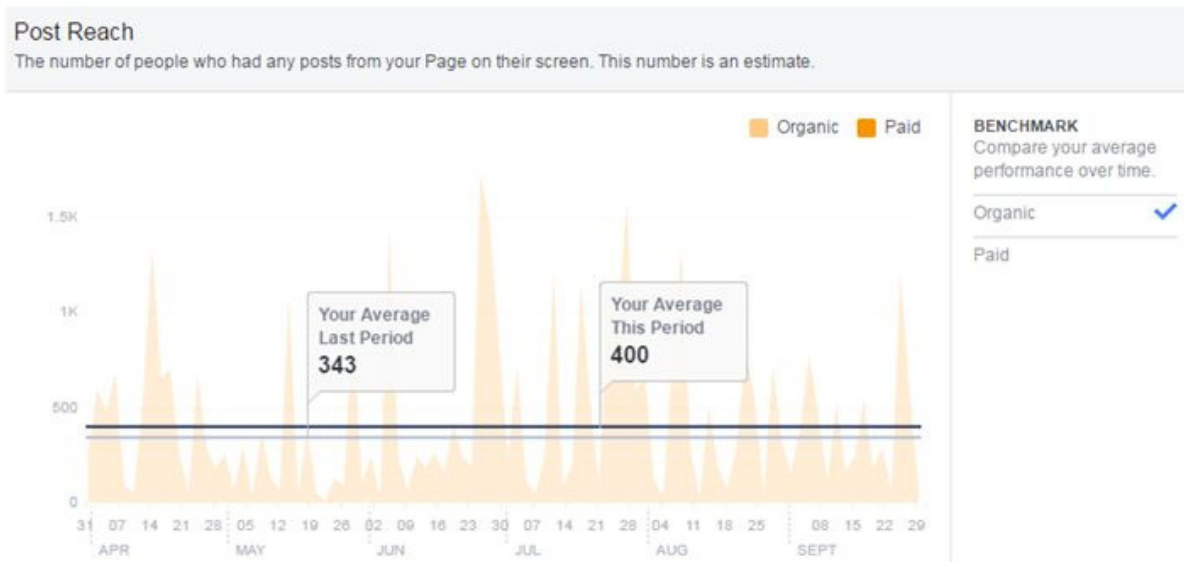


Image: Veterans section of the new VEP website

4.2 Social Media

In July 2016 the Veterans Employment Program launched a dedicated Facebook @NSWVeteransEmployment as a platform to communicate with veterans and employers. At 30 September 2018 the VEP Facebook page had a total of 2,231 followers and 2,281 total page likes. This has been an increase of approximately 15 percent in the reporting period.

4. STRATEGY AND NEXT STEPS



Graph: Number of people reached from April 2018 - 30 September 2018.

Through social media the VEP has communicated:

- current and upcoming job opportunities within the NSW Public Sector.
- advice and resources to veterans and hiring managers.
- case studies highlighting veterans working in the NSW Public Sector.



Image: Facebook post highlighting NSW Public Sector job opportunity

4. STRATEGY AND NEXT STEPS

In the year ahead the VEP intends to expand its presence across social media, through its dedicated Facebook and Instagram pages. The VEP will also investigate opportunities to leverage its LinkedIn presence. A planned content strategy will be delivered to targeted audiences across these platforms.

A new 'Meet a Hiring Manager' campaign will be launched later this year to further support the successful 'Meet a Veteran' campaign launched last year. This campaign will highlight and provide direct advice or insights from hiring managers working within NSW Public Sector.

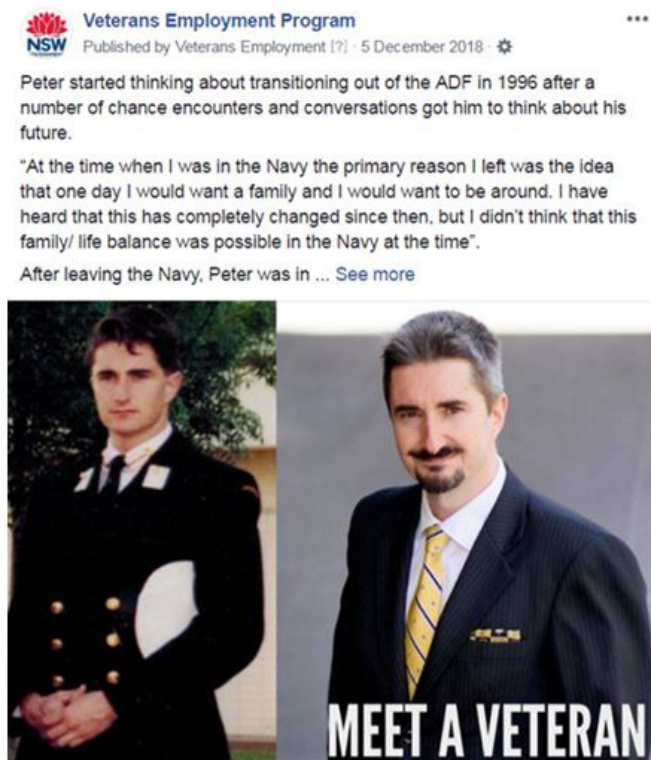


Image: A post from the Veteran Employment Program's 'Meet a Veteran' social media campaign

4.3 Face to face

Over the past two and a half years the VEP has engaged directly with veterans interested in transitioning to civilian life through regular attendance at events such as the Australia Defence Force's Transition Seminars and Invictus Games activities.

Attending these events has also given the VEP team the opportunity to network with and build stronger relationships with organisations involved in veteran transition initiatives.

4. STRATEGY AND NEXT STEPS

4.4 Champions Network

The VEP is developing a 'Champions Network' throughout the NSW Public Sector. Hiring managers, human resource personnel and veterans throughout NSW Public Sector departments are being engaged via information sessions which aim to create a better understanding and acceptance of the high quality skills and experience veterans have, and how these can transfer to civilian roles.

The VEP requests these Champions and their teams familiarise themselves with the resources available when reviewing and considering applications from veterans. This will help promote and ensure that there is a fair understanding of the skills, experience and overall capability a veteran may bring to their department. The Champions Network aims to support government departments in sharing information relevant to veteran applications, to assist veterans strengthen their applications and preparation for interviews when applying for roles.

The first Champions Networking event was held at the Anzac Memorial in late February 2019. Regular updates are provided to the Champions Network in order to maintain the growing momentum and reach throughout the NSW Government.

4.4 Mentoring program

The VEP runs an informal mentoring program, partnering former Australian Defence Force (ADF) veterans who are already employed within the NSW Public Sector with veterans seeking employment.

To date, the mentoring program has operated on a limited and informal basis. It is intended to formalise a mentoring program during 2019.

4. STRATEGY AND NEXT STEPS

4.6 Local Government Rank to Grade Guide

NSW Local Governments employ approximately 45,000 full time personnel across 128 councils. With the extension of the VEP for another 4 years to 2023 the Office for Veterans Affairs has partnered with the Office of Local Government (OLG), Local Government Association and United Services Union to develop a Rank to Grade Guide for local governments in NSW. The guide is designed to support both veterans and human resource personnel to better understand how Australian Defence Force (ADF) skills and training align with local government roles.

Local government roles are flexible and differ according to the needs, structure and priorities of individual councils. The new Guide will need to be read in conjunction with other relevant documentation including the Award and LGNSW Capability Framework.

Veterans will be able to self-assess the type of roles within Local Government that are best aligned with their skills, training and interests, taking into account any experience gained pre and post military career. The guide will also help to support Local Governments in understanding the unique transferable skills that veterans bring to the workplace. The planned launch is intended during the lead up to ANZAC Day 2019.

4.7 Veterans Education Program

In late 2018 the Premier announced that the Veterans Education Program would be funded through the NSW Office for Veterans Affairs. The aim of this program is to empower veterans to determine their new civilian career path and assist them in securing further education with TAFE NSW toward their chosen vocation.

A pilot was launched in November 2018 and continues to be developed. Current information is available at: www.vep.veterans.nsw.gov.au/veterans-education-program/

ANNEX A – LETTERS OF SUPPORT

Rear Admiral Jonathan Mead AM, RAN - Commander Australian Fleet



As Commander Australian Fleet, based in Sydney, I have had the privilege to observe the development of the NSW Government Veterans Employment Program (VEP). I would like to commend them for their outstanding achievement in establishing the program and assisting 824 veterans to find work in the NSW public sector.

Extending the VEP for a further four years, with a new target of helping an additional 1000 veterans to find work by 2023, is truly commendable. I understand veterans, young and old, sometimes find it challenging to articulate skills and attributes they have obtained throughout their Australian Defence Force (ADF) service. The VEP website, provides assistance for Veterans transitioning from the ADF, can assist them developing applications, and highlights opportunities within the NSW public sector.

Major General Gregory Bilton, AM, CSC - Commander Forces Command



As the Commander Forces Command, I can personally vouch for the skills that Australian Defence Force personnel have acquired during their period of service to our nation. They have much to offer prospective employers, in a range of different fields and in varying roles. The New South Wales Government's Veterans Employment Program continues to function as an important link between our veterans and those employers keen to seize the opportunities that come with having former Australian Defence Force Personnel as part of their team.

I commend the program for the outstanding progress achieved to date and for the ongoing support provided to the New South Wales community. It is fantastic to see this incredibly valuable program extended for another four years, with a new target of linking an additional 1000 veterans with worthwhile employment opportunities, by 2023. I encourage both veterans and employers to make full use of the program website and to take advantage of the range of significant opportunities that are on offer.

ANNEX A – LETTERS OF SUPPORT

Major General Anthony Rawlins, DSC - Deputy Chief of Army



Having been the recent Commander of the 7th Brigade, I realise the importance of assisting Defence personnel with and during transition. They have so many skills and attributes which are often misunderstood by Hiring Managers and taken for granted by the members themselves.

NSW Government Veterans' Employment Program (VEP) is to be congratulated for their excellent achievement during the Centenary of Anzac. Assisting 824 veterans to find work, or be offered a new role in the NSW public sector, is a mammoth achievement.

I am pleased to see the VEP has been extended for a further four years with a new target of helping an additional 1000 veterans to find work by 2023. This is a fantastic program and I encourage all veterans to have a look at the VEP website and use the tools and information to their advantage.

Air Vice-Marshal Steve 'Zed' Robertson, DSC, AM - Air Commander Australia



Air Command has several thousand current veterans with different experiences and backgrounds that create the tremendous diversity underpinning our Air Force. With that diversity comes different needs, as well as the different skills and knowledge of each and every veteran. I therefore applaud the tremendous initiative of the NSW Government Veterans Employment Program (VEP) in assisting our veterans transition to a life outside the military, where they can continue to serve the community with the same dedication and skills that they have developed over their military careers.

I was particularly pleased to learn of the extension to the VEP out to 2023 with an admirable goal of assisting a further 1000 veterans to find work in the NSW Public Sector. Not only does this program stand to enrich the lives of our ex-service women and men, but it will benefit the people of NSW by retaining the skills, knowledge and experience of Australian veterans. Thankyou on behalf of the women and men of Air Command.

ANNEX B – MEDIA RELEASE

Building a legacy of support for veterans

Veterans leaving the Australian Defence Force will be able to access TAFE courses at no cost to assist in their transition to civilian life.

Premier Gladys Berejiklian and Minister for Veterans Affairs David Elliott announced the initiative today, along with an extension of the NSW Government's Veterans Employment Program, which helps veterans find work within the public service.

"As the Centenary of Anzac draws to a close it is fitting for us to leave a lasting legacy that empowers our contemporary veterans as they move into civilian employment," Ms Berejiklian said.

"These measures are also a fitting legacy following Sydney hosting the Invictus Games. We were very proud of all the veterans who competed in the Games and we want to continue to recognise and support all veterans in NSW."

Under the TAFE announcement, ex-servicemen and servicewomen will be able to access 1400 TAFE NSW Smart and Skilled List courses. The courses will be available at no cost to eligible veterans who have completed up to eight years of service and discharged within the last five years.

The NSW Government's successful Veterans Employment Program is being extended for another four years, with a new target of helping an additional 1000 veterans to find work by 2023.

Since launching, 824 veterans have either found work or been offered a new role in the public service – far exceeding the Government's target.

The Veterans Employment Program enables veterans to identify public service positions that may be suitable via a Rank-Grade Matching tool, and helps to educate workplace managers on the skills veterans can offer.

"Our servicemen and servicewomen put up their hand to protect us, so it is important that we continue to support them when they discharge," Mr Elliott said.

8 November 2018