

Veteran Hiring Preferences In Local Government

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Dr. Ulrich Jensen, Dr. Justin Stritch, & Dr. David Swindell surveyed Human Resource Directors of Alliance for Innovation member cities to examine hiring systems used by local governments to target veterans seeking public service jobs.

Project Overview

In 2019, researchers from Arizona State University's Center for Urban Innovation and Center for Organization Research and Design (CORD) partnered with the Alliance for Innovation to conduct a survey about the hiring of U.S. military veterans in U.S. local governments.

The goal of the survey was to investigate:

- a) The implementation and use of veteran's preference policies in local government hiring;
- b) The types of jobs for which U.S. military veterans are commonly hired for in U.S. local governments;
- c) The perceptions of the strengths and skills U.S. military veterans bring to their organizations;
- d) Local governments' efforts to recruit U.S. military veteran's to their organization.

Respondents

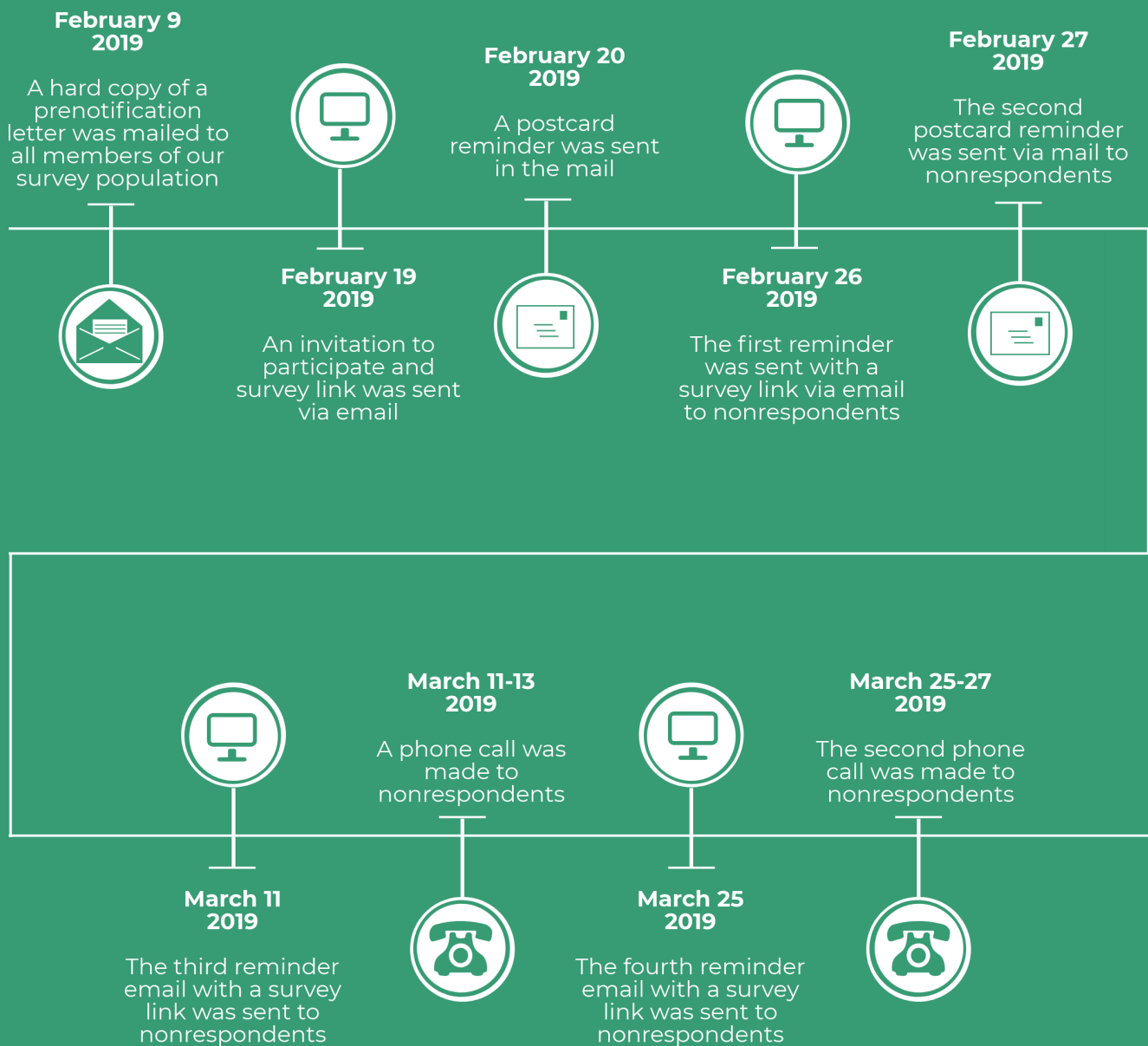
We surveyed Human Resource (HR) Department Directors (or equivalent positions) in the U.S. local governments that are active members (dues paying) in the Alliance for Innovation. In November and December of 2018, two graduate students collected contact information (phone numbers and mailing addresses) for all HR directors in Alliance for Innovation member local governments.

We had an initial population of 206 HR directors. In the process of distributing the survey, we identified 6 of these individuals as no longer working in their organization and, thus, they were removed from the final response rate calculation. We had a final population of 200 HR Directors.

At the conclusion of the survey's implementation, we had 90 completed survey responses. The overall participation rate for the survey was 45.0 percent.

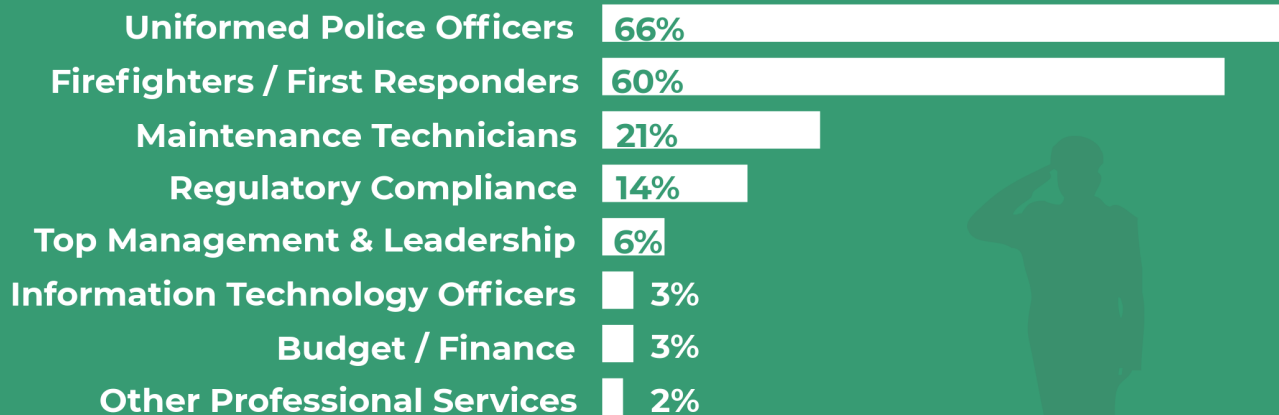
Survey Distribution and Implementation

We distributed the survey over a period of 8 weeks in February and March of 2019. The survey was implemented on Qualtrics Survey Software. We contacted participants using multiple mechanisms, including mailed letters and postcards, email, and phone calls. The following steps were completed as part of the implementation protocol.



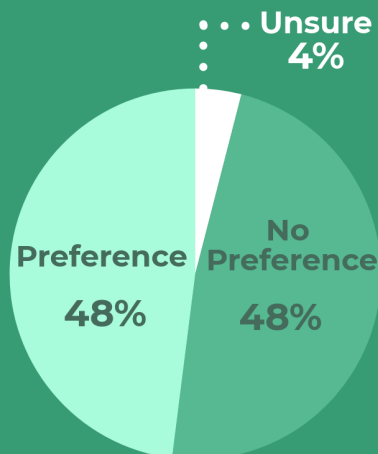
Veterans and Your Organization

The percentage of HR Directors indicating that their local governments "often" or "very frequently" hire a U.S. military veteran for each of the following positions:

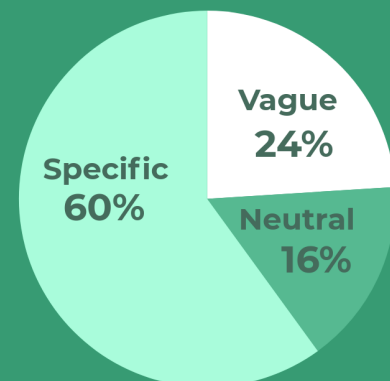


Policy Implementation

The percentage of local governments that give preference to U.S. military veteran applicants in the hiring process:

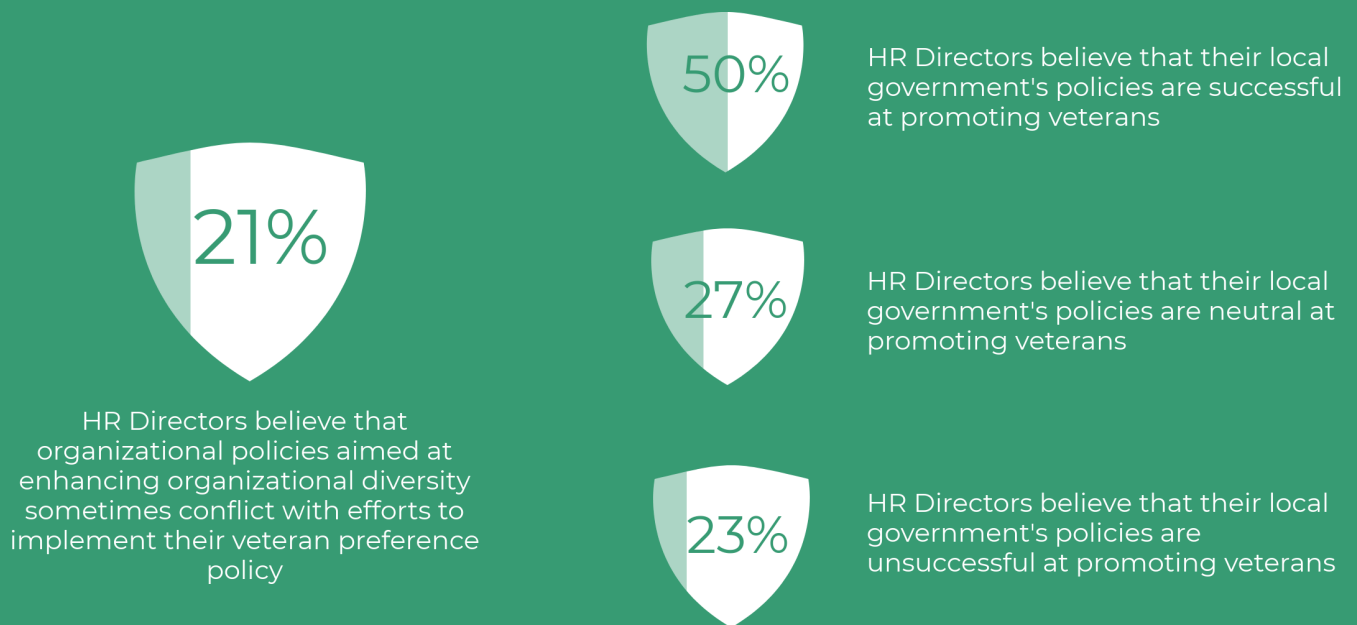
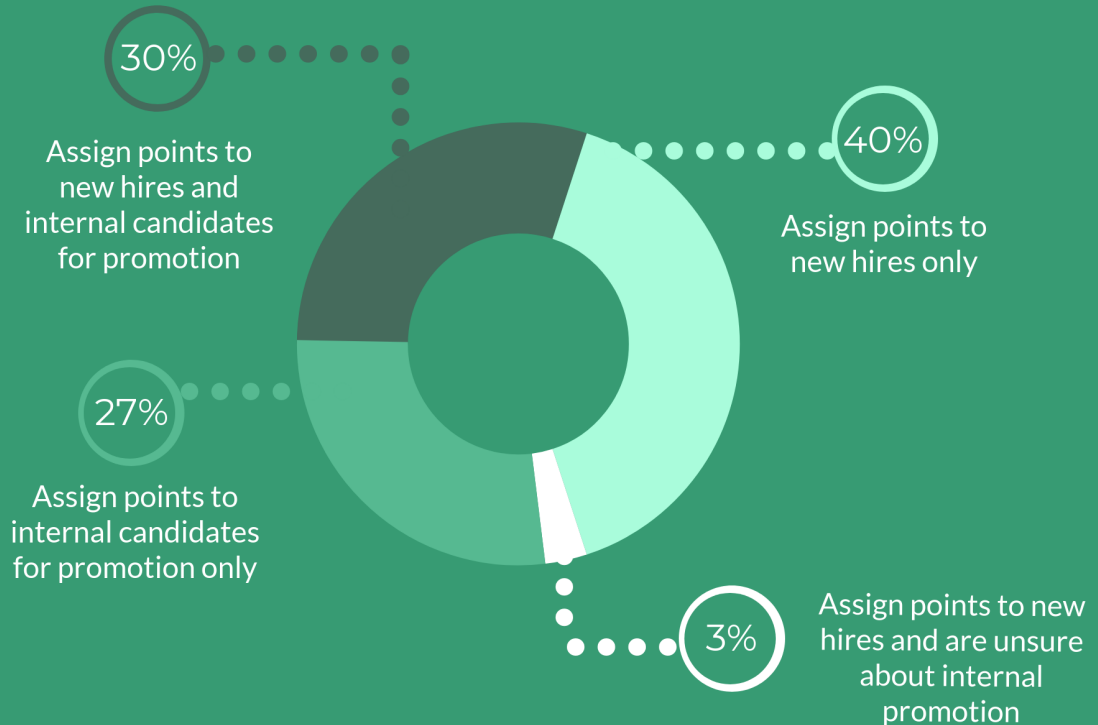


HR Directors' views of their local government's veteran hiring policies:



Policy Implementation

Among local governments that assign points to U.S. military veterans:



Veteran Recruitment

Local governments posted job advertisements in outlets to specifically target U.S. veterans

39%

Local governments had internal discussions on ways to increase U.S. veteran hiring

32%

30%

Other*

11%

8%

5%

Local governments worked with veteran student centers on a 2-or-4 year college campus to recruit for jobs

Local governments participated in career fairs specific to U.S. veterans

Local governments had veteran interns work in the organization through a Department of Defense sponsored program

* Other Responses Included:

Word of mouth

Employee referrals

Partnerships with local military bases

Coordination with Office of Military Affairs

Special requests to TVC Employer Liaisons

Attend veterans' roundtable and veterans' advocacy board meetings

Partnered with local veteran organizations to help hiring managers and HR staff be more aware of veteran hiring strategies

Veteran Skills & Training

TOP 3 SKILLS

HR Directors report that in their experience with veterans, military experience enhances these top three skills the most:



#1 Teamwork



#2 Striving for Results



#3 Planning & Organizing

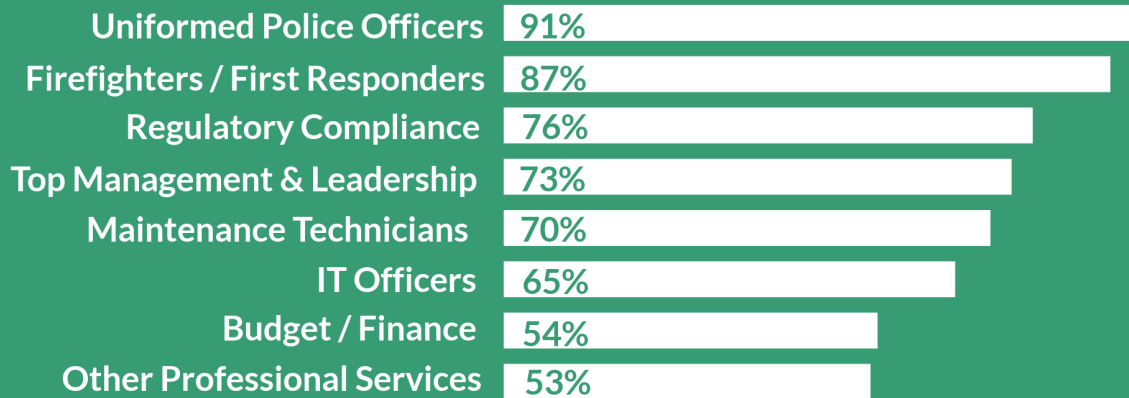
The percentage of HR Directors reporting that U.S. military veterans perform better than civilians for each of the following:



These percentages represent answers of "somewhat better" or "much better."

Veteran Skills & Training

The following represents the percentage of HR Directors that think U.S. military service is relevant for preparing someone to be successful in each of the following positions:



These percentages represent answers of "somewhat relevant," "moderately relevant," and "very relevant."

TOP 4 SKILLS

Top four skills and competencies HR Directors feel colleges and universities should prioritize in curricula for veteran students who are interested in public service careers



#1 Flexibility



#2 Creativity

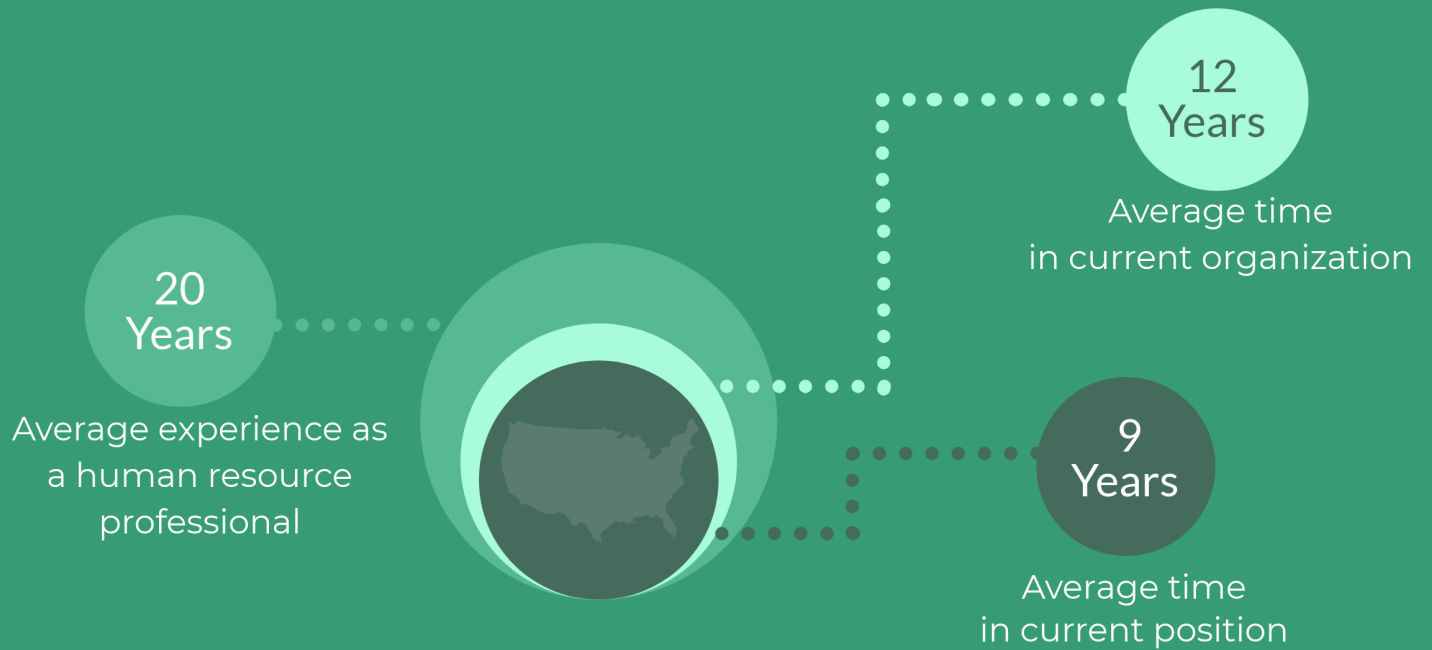


#3 Team Orientation




#4 Goal Orientation

About The HR Directors Who Participated



Additional Resources & Contact Information


Dr. David Swindell
Principal Investigator
Director & Associate Professor
Arizona State University | School of Public Affairs
Center for Urban Innovation

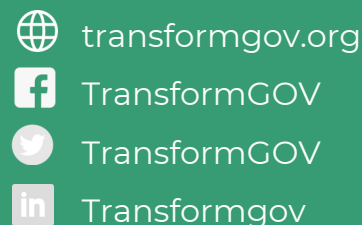
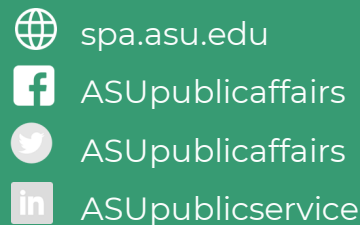
Phone: 602-496-0448
Email: david.swindell@asu.edu
<http://urbaninnovation.asu.edu>
 ASUUrbanInnov

Dr. Justin Stritch
Assistant Professor & Senior Research Affiliate
Arizona State University | School of Public Affairs
Center for Organizational Research and Design

Phone: 602-496-0451
Email: jstritch@asu.edu

Dr. Ulrich Jensen
Assistant Professor & Faculty Affiliate
Arizona State University | School of Public Affairs
Center for Organizational Research and Design

Phone: 602-496-0447
Email: Ulrich.Jensen@asu.edu
 Ulrichthy



411 N. Central Ave., Suite 400 Mail Code: 3720 | Phoenix, AZ 85004-0687 USA

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