

Veteran Hiring Preferences

2020

A Survey of HR Directors
in Local Government





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PhD student Michelle Allgood, Dr. Ulrich Jensen, Dr. Justin Stritch, Dr. David Swindell, and MPA student Allegra Fullerton surveyed Human Resource Directors of U.S. city, town, and county governments to examine hiring systems used to target veterans seeking public service jobs.



Project Overview

Researchers from Arizona State University's Center for Urban Innovation and Center for Organization Research and Design (CORD) partnered with the National League of Cities, the Center for State and Local Government Excellence, and the Alliance for Innovation to conduct a survey about the hiring of U.S. military veterans by local governments. The survey sought to investigate:

- The implementation and use of veteran preference hiring policies in U.S. local governments;
- The types of jobs into which local governments commonly hire U.S. military veterans;
- The perceptions of the strengths and skills U.S. military veterans bring to their local government organizations; and
- Local governments' efforts to recruit U.S. military veterans to their organization.



Respondents

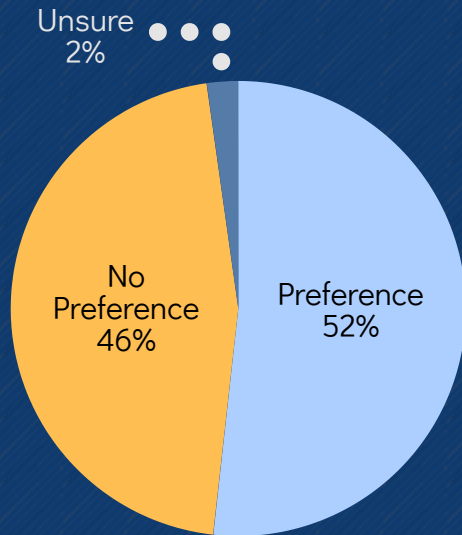
In October of 2019, five graduate students began collecting contact information for all HR directors in U.S. cities and towns with between 25,000 and 250,000 residents and in the 1,000 largest U.S. counties by number of residents. Complete and correct contact information (name, email, mailing address, phone number) was obtained for 575 county and 911 city or town HR directors (1486 total).

A pretest of a randomly selected group of 50 cities/towns and 50 counties was run in December 2019. Beginning in February 2020, we implemented the final survey administration via email using Qualtrics Survey Software. The survey was closed in June 2020.

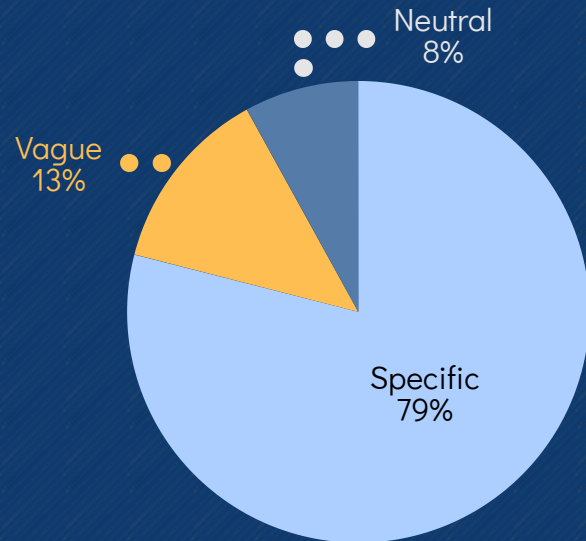
At the conclusion of the pretest and final administration of the survey we had complete or partial responses from 538 respondents. This is an overall response rate of ~36 percent (34 percent for county HR directors and 38 percent for city/town HR directors).

Veteran Preference Policy in Action

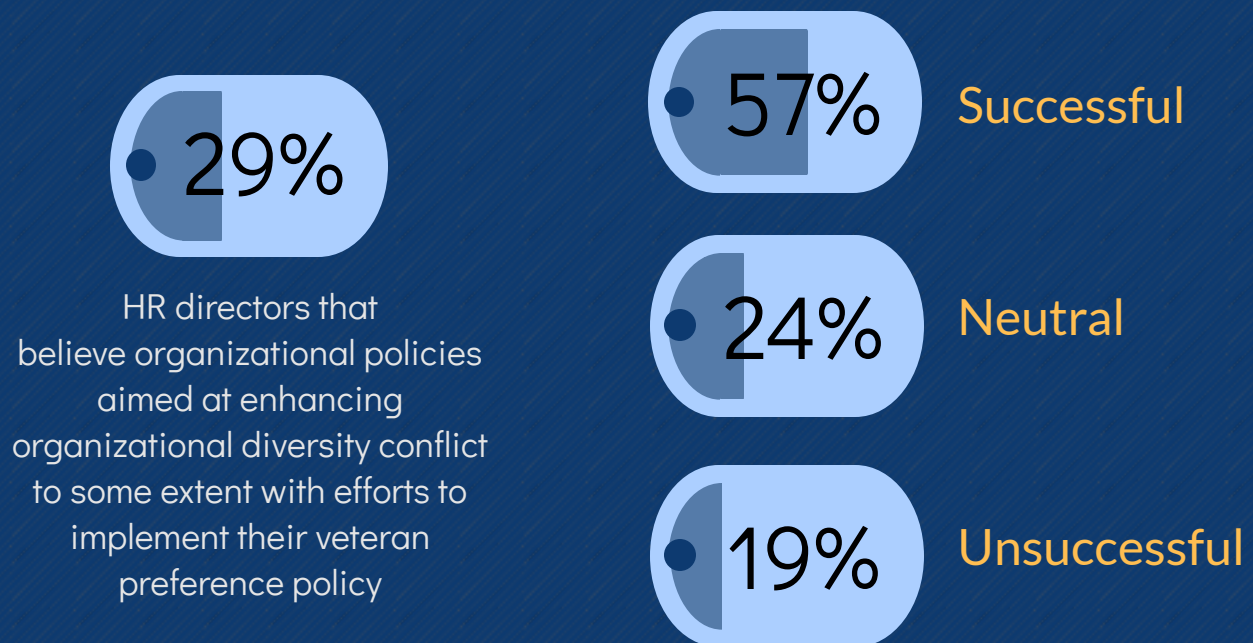
Local governments that give preference to U.S. military veteran applicants in hiring



HR directors' views of their local government's veteran hiring policies

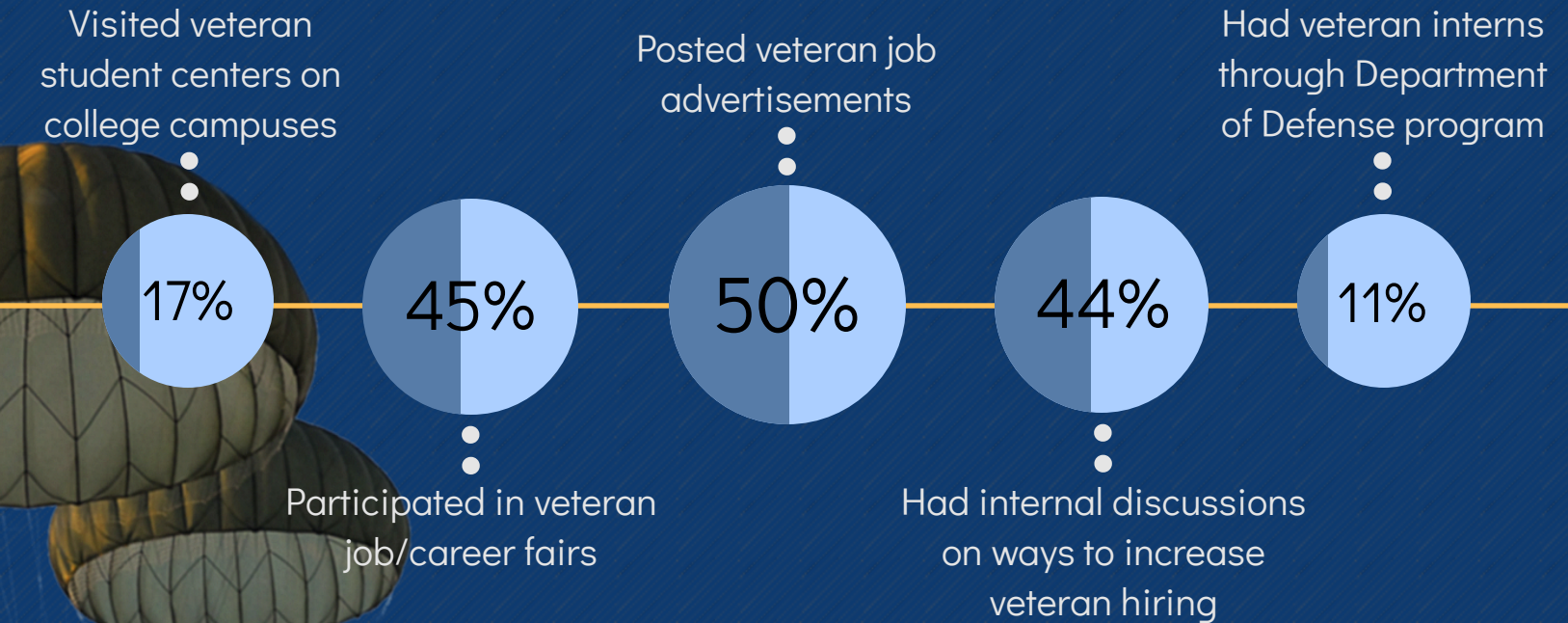


The level of success at which HR Directors believe their local government's policies promote veteran hiring




Veteran Recruitment

HR directors report their organizations have:



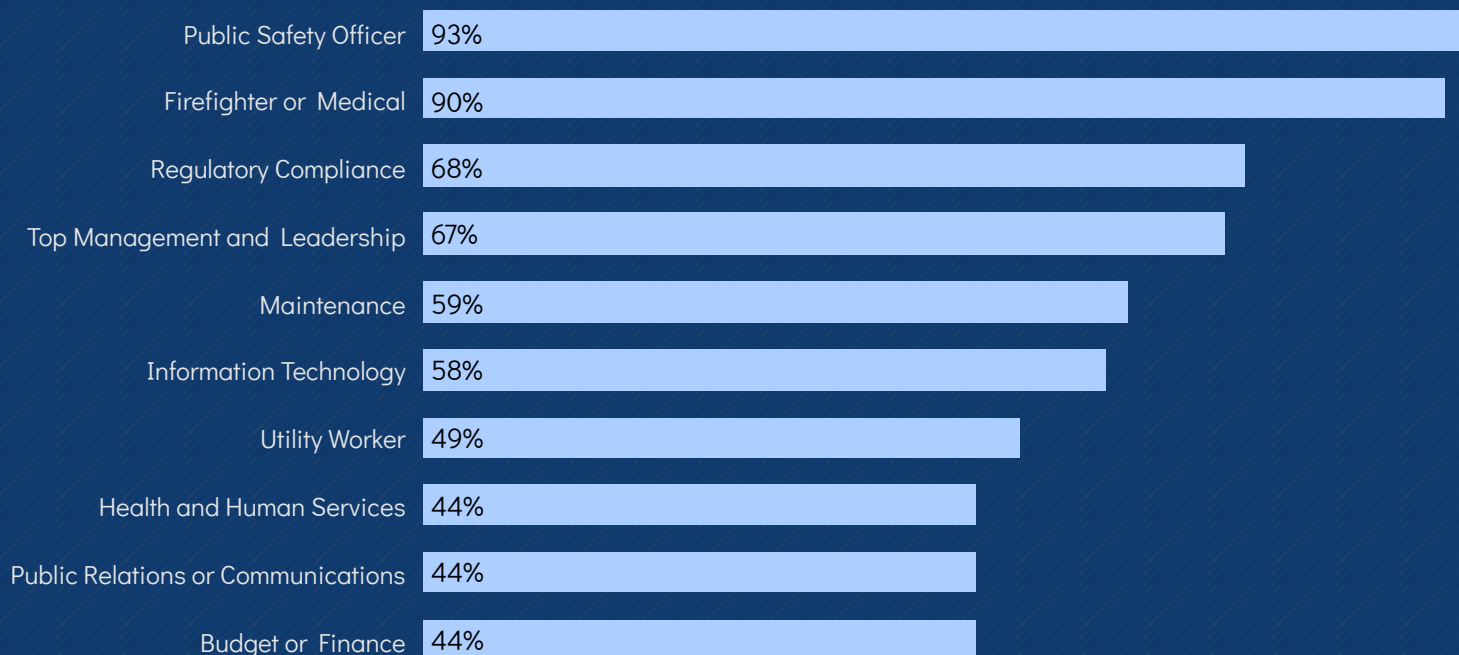
In addition, 115 respondents offered a range of other recruitment activities in which they are engaged.

Examples include:

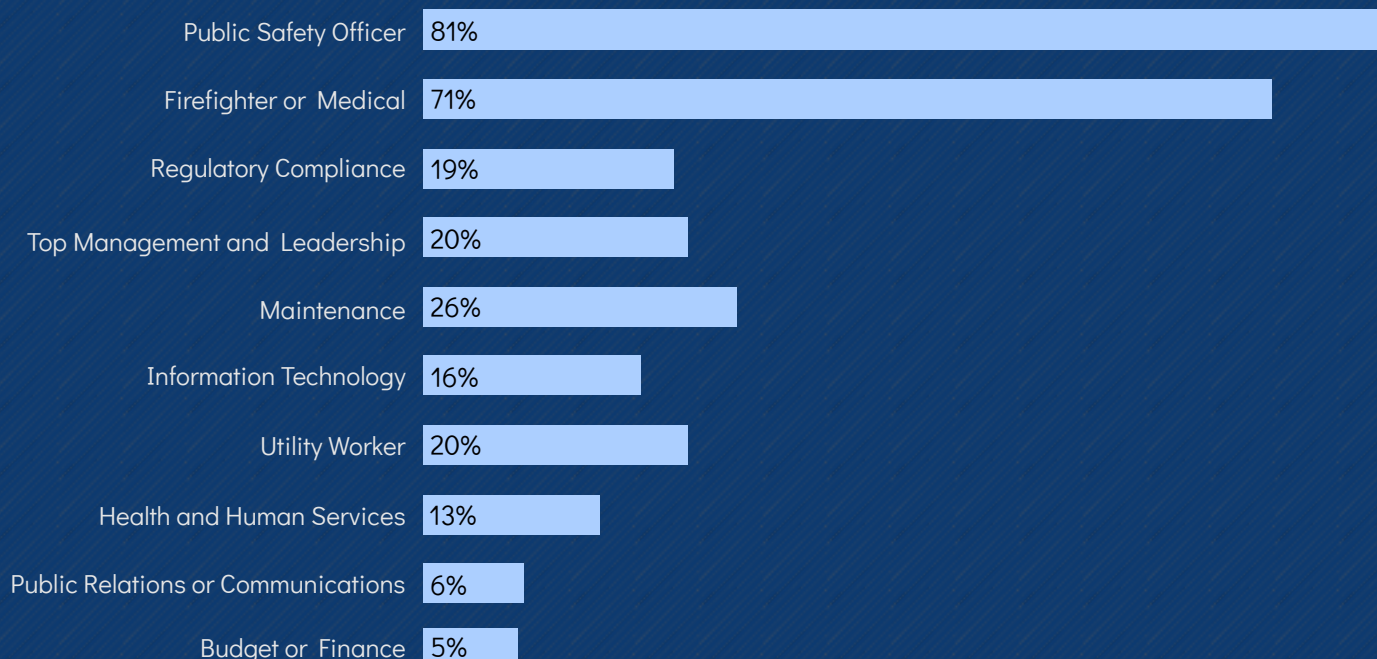
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- Word of mouth
 - Employee referrals
 - Participate in "Hire a Vet" campaigns
 - Partnership with local military bases
 - Work with the Department of Labor's veteran liaison
 - Local unemployment office notifies veterans of postings
 - Attend veterans' roundtable and veterans' advocacy board meeting
 - Partner with local veteran organizations to help hiring managers and HR staff be more aware of veteran hiring strategies
 - Create a local Veterans Affairs office

Veteran Skillset

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



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:



Veteran Skillset

Top 3 Skills

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



#1

Teamwork



#2

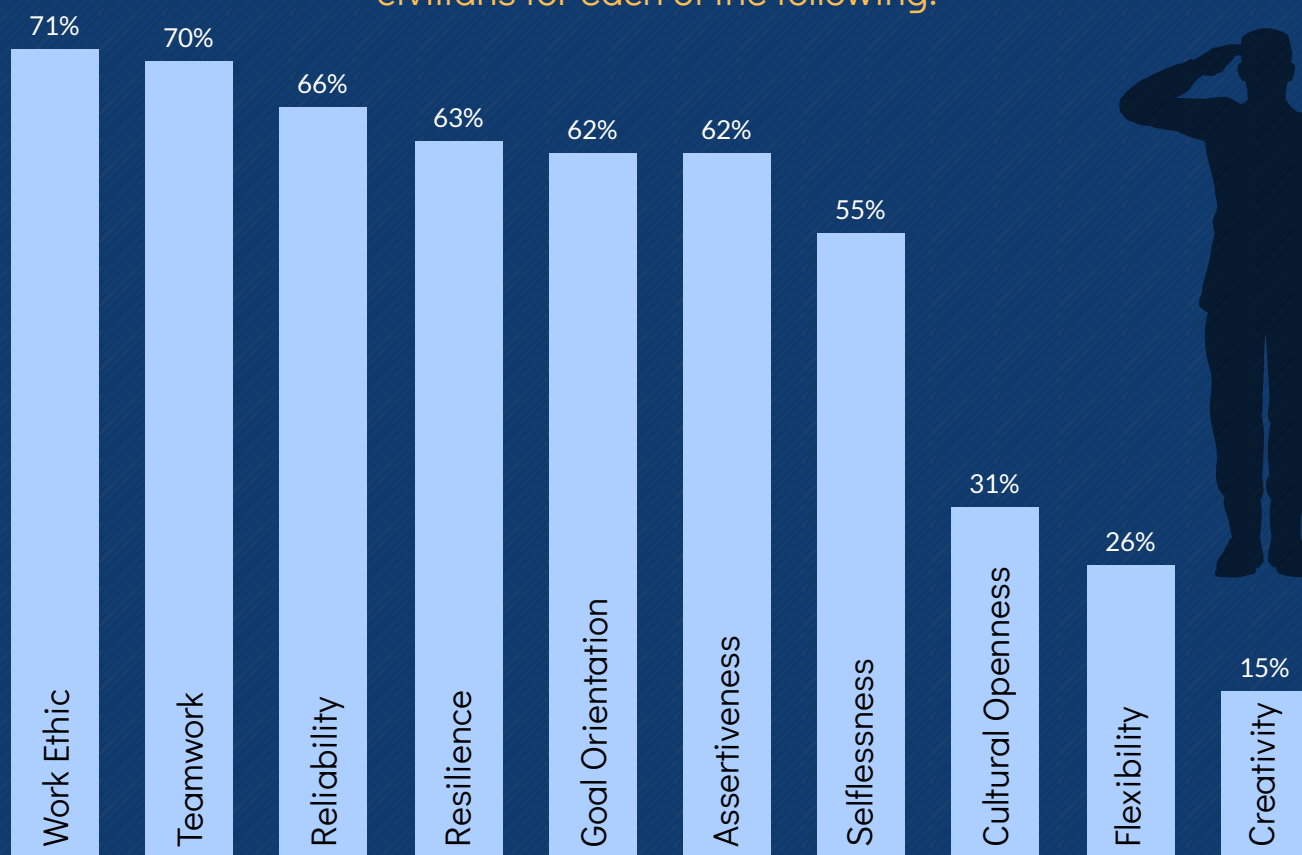
Problem Solving



#3

Planning/Organizing

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



About the HR Directors Who Participated



1486 city and county HR directors surveyed

538 HR directors responded

19
years

Average time as an HR management professional

10
years

Average time in current organization

7
years

Average time in current position

23%

Time spent directly on hiring

5%

HR directors who are military veterans




Additional Resources & Contact Information

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