Corporate Fellowship Program
How to Handbook for Employers
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Transitioning Veterans

The HOH Corporate Fellowship Program (CFP) is designed to train transitioning service members and military spouses on skills needed to succeed in the civilian workforce. It does so through an educational program and on-the-job training opportunities for service members while still on active duty.

Approximately one of two (53%) separating Post 9/11 veterans will face a period of unemployment. Veterans want to work and are not relying on the full term of their unemployment benefits. 95% of Veterans will connect to employment before using the full 26 weeks of unemployment benefits.* Due to these challenges, it is critical to have these training programs in place across the country. This allows service members and military spouses to get real experience working in the private sector that they normally would not receive and education to help them transition to the civilian workforce.
The Fellowship Program is a 12-week program, held three times a year at various military installations around the country. Each class hosts 15–30 active duty service members or military spouses to gain experience working in the private sector with participating companies and to attend weekly educational sessions.

The CFP has been in existence since 2014, with over 80% of its graduates finding full time positions, and 150 gained employment with an average salary of about $70,000.
What is the business value of participating in the Fellowship Program?

- By participating in the CFP, your business will support transitioning service members and military spouses by providing them the tools they need to succeed in the civilian business environment.

- CFP participation also provides your business with access to a pool of highly-skilled, highly-motivated, adaptive, and professional individuals who are eager to learn about the corporate environment. These service members possess the education, training, high work ethic and experience to be force multipliers in any civilian business. Their unique perspective and experiences can provide an exterior outlook to your organizations.

- CFP also provides you a fully-funded corporate-level educational program that greatly enhances and sharpens the Fellows’ knowledge, skills, and abilities.
Is my Business Eligible to Participate?

- We welcome participation in the CFP from all companies of all sizes and in all industries.
A worksite within 75 miles of the respective military installation that is available to host one or more Fellows for 12 weeks.

Hands-on training and education with positions typically requiring a bachelor’s degree (or equivalent experience). This would include Fellowships geared toward mid-level management and corporate professional opportunities (examples include: HR, IT, information security, accounting/finance, operations, logistics, administration, etc.).

Fellowships in entry-level opportunities are not commensurate with the Fellows’ education levels and experiences.

The opportunity to interview for positions at a management or professional position salary level and/or be willing to refer and assist Fellow(s) for jobs elsewhere within their company’s network.
Participating Companies Should Offer the Following…

- Attendance by company managers and employees at networking sessions, interview days, and graduations for all CFP programs.

- Mentors for each Fellow.

- Where appropriate, the opportunity to rotate through and exposure to different parts of the company’s business.

- The opportunity to work in team environments and projects.

- Sufficient staffing to provide supervision of the Fellow’s work and appropriate feedback. Implementing specific review dates throughout fellowship duration to ensure consistent feedback.

- Willingness to work directly with all CFP Program staff to ensure success of each Fellow.
How Do I Get Approval from my Company?

- We suggest a high level review of the program with key business leaders to obtain approval to continue exploring opportunity. Additionally, fellowship program management can discuss the program in more detail to share with various departments.

- Obtain internal approval from all necessary departments (HR, Legal)

- After internal approval, follow up with your leadership to obtain sign-off.

- Have all managers involved in the program attend the Fellowship employer orientation.
Now that I have internal approval, what are the next steps?

- Please connect with your local program manager and share the following at your earliest convenience:

  - **Locations:** Where will you be hosting fellows? Please include information about all sites if you have multiple offices in the region that are interested in participating.

  - **Fellowship job descriptions:** What positions will your company be hosting Fellows? (For example: Project Manager, Operations) Please send job descriptions or short descriptions of positions and average salary range. Do any of the positions require specific certifications? This information is helpful for our candidates so they are well informed of potential employment opportunities. If you have the ability to train locally but offer possible employment opportunities elsewhere in the U.S., please include that information.
Implementation: Getting the Fellow Started

- Administrative requirements: badging/security needs, computer/systems access, transportation, company systems/tools lesson if needed (i.e., how to schedule meetings), introduction to appropriate individuals.

- Mentorship; set up routine meetings to discuss progress and assessment of fellow, give guidance when applicable for expectations of fellow.

- Consistent and earnest communication, managing expectations with Fellow and Program Manager;

- Consider developing processes and implementing a model for the fellowship that could be used for the future.
MAKING THE MOST OF THE FELLOWSHIP EXPERIENCE

- The overarching goal for the *HOH Corporate Fellowship Program* is to provide educational, networking, and training opportunities within a wide array of industries for transitioning service members and military spouses. Considering the level of education and experience that the Fellows possess, it is important to provide an experience that would be commensurate with that talent level.

- Overall, the Fellows should be put to task right away on a project or projects where they can utilize their knowledge, skills and abilities, and learn how to apply them in the civilian business environment. Aside from this, providing opportunities to network with and become exposed to different divisions in the company will also provide a valuable, well rounded experience, as the Fellows gain exposure to the various facets of the business.
BEST PRACTICES FROM PARTICIPATING COMPANIES

- Communicate early and often with fellows and program manager to help identify and grow Fellows’ transferable skills
- Utilize previous hired fellows and/or veterans to help translate resumes and work skills to your business
- On class days, representatives from your company are invited to observe and network with the other Fellows, or even arrange to host the training day at your business (Thursdays)
- Challenging work that provides clear objectives, continuous feedback, and prospects for future opportunities
- Formal end-of-assignment presentation of concepts, ideas and experiences to an audience of team leaders and executives
- Leaders and mentors who offer guidance during the fellowship, and support for overall career goals
- Programs that will help assimilate the Fellow into the company’s environment and culture with greater ease
- Access and exposure to company executives eager to share their experience and knowledge as technology, engineering, and business pioneers
- Volunteer activities, social events, and networking opportunities with local team members to enable Fellows to assimilate and experience business culture
How to Best Implement Fellowship

- No one size fits all strategy for how to best implement fellowship
- Each company has different cultures, values and end states/products that affect which process should be utilized
- Suggest to companies to look internally on how to best assimilate fellows into companies
- Following slides comprise historical best practices for the fellowship based off of companies interpretation on how to implement effectively
Fifth iteration with C2C fellowship, 3 fellows last cohort

- Inherent support to veterans through endorsement from highest level of leadership, setting positive conditions for fellowship

- Successful implementation; fellows hired created positions of opportunity for follow on fellows

- Very strong culture and community centric organization, supporting Starbucks stores. Companies vision and mission are clearly articulated to prospective fellows that enable fellows to determine if they are a good fit for the company. Emotional quotient is highly valued

- High number of networking opportunities, “immersions” encouraged and enable fellows growth and connectedness within organization

- Constant and honest communication between military recruiting team to fellows and hiring managers to enable fellows success and hiring process
Strong and apparent veterans network (Armed Forces Network) that fosters an immediate support network; HR representatives adept in translating military skill sets to departments, enhancing opportunities and advocating on behalf of veterans

- Starbucks AFN Mission: Support Starbucks military partners · Support transitioning military and military families · Create a veteran friendly workplace

- Multitude of opportunities for self growth within company

- Fellows historically assigned to one department and have opportunities to complete and oversee projects; fellows have ability to transfer departments if conditions indicate not the best fit for fellow and company

- Fellows that demonstrate knowledge, capability and potential are trusted to manage high profile projects and are part of key decision making process; empowering the growth and transition process
- 5th iteration, 7 fellows last cohort

- Strong translation from military leadership positions to operations – area managers and facilities

- Fellows conduct bi weekly phone call with Colby; hiring managers check in via email or conference call with him to maintain open communication

- Fast paced organization with high level of competition; consideration for focusing fellowship to specific departments to ensure departments with fellows with required skillsets

- Fellows may need more attention from hiring managers in the future, specifically more assistance need more time for more niche positions (finance, HR)

- Military recruiters will split up responsibilities, each will run 2× cohorts to help manage fellows, possibly simplifying to specific industries

- Strong and apparent veteran community, Warrior Affinity Group; company is passionate about fellowship
4th iteration, 6 fellows in most recent cohort

Unlike other companies, UPS is able to rotate fellows through all key departments to develop stronger understanding of all components within company; enhances fellows perspective for possible future management positions

Company embodies rich history where it is common to see employees with longevity and experience. Having fellows exposed to all facets of organization enables cultural understanding

HR Manager meets with fellows weekly to discuss progress and future interests; flexibility with program

Fellowship is constrained by extremely high volume during Christmas season, usually can be supported twice a year
Strong military support within company, as seen through Military and Veterans Outreach program

Positive feedback from employees, very impressed with caliber of candidates. Despite previous bias of veterans (on time, disciplined), employees can see soft skills and talents (leadership)

Like other organizations, culturally centric and best fit fellows will meld into culture in order to be successful

Challenge is integrating fellows into daily operations

UPS fellowship manager brings unique perspective to program
2\textsuperscript{nd} iteration of fellowship; first fellow pioneered the way, set positive conditions for follow on fellows, 3 fellows in most previous cohort

Specific interest in technical skill sets, resumes are pre-screened by HR for those specific skills; if departments are interested, AWS reaches out to fellows prior to interview day to interact with and learn more about fellows

Hiring managers lay out clear schedule and objectives, if possible, to fellows

Ongoing training throughout fellowship due to high technical requirements; suggested to fellows to attain certifications prior to and during fellowship to develop acumen

AWS is passionate about fellowship and desires to expand program to draw in fellows from other military bases
2\textsuperscript{nd} iteration of fellowship; 2 fellows in last cohort

- Strong veteran community, military recruiter can translate military experiences effectively for company

- Translatable experiences from military operations to trucking operations

- Military recruiter is developing standard operating procedure to refine fellowship processes and enable future success

- Challenge– wage expectations from military; assigning fellows tangible projects throughout fellowship
First iteration for fellowship, 8 veterans in different departments; upcoming merge with Virgin Airlines

Initial challenges: time and resource intensive process to initiate systems in place to make the fellowship process repeatable and sustainable; recruiters/hiring managers were unable to translate military experiences

Catalyst for fellowship was another DOD test case, Navy officer participating in SecDef Corporate Fellowship; proved leadership skills and valued perspective to operations sector of AA

Strong sense of community within company, Veterans support network inherent in people centric business; mentors and department heads passionate to help fellows succeed
AA created an opportunity for a fellow to practice law by assigning him with legal team

Promotion of fellowship within AA: Inflight magazine success story

Despite one position requiring a specific certification for hire, department head encouraged and enabled fellow to gain experience in other areas within Maintenance and Engineering

Selected fellows were assigned specific projects within departments and conduct travel
Frequently Asked Questions

Q: Is there any fiscal responsibility on the part of the company?
A: Participating companies are not expected to pay Fellows. Service members will still be on active duty and receiving military salaries and full DoD benefits. Other than training opportunities that you provide, official educational training as part of the program is provided by our select training provider and/or the Institute for Veterans and Military Families (IVMF) and is fully funded.

Q: How many/what days of the week are the Fellows available for on-the-job training?
A: After the first week of educational training, the Fellows will be onsite at the company Monday through Wednesday for eleven weeks. On Thursdays, the Fellows will attend a mandatory classroom training given by the educational provider.

Q: Is the host company responsible for providing worker’s compensation for the Fellow?
A: You should talk to your legal department or whomever within your organization that handles worker’s compensation for your company. Many worker’s compensation policies cover anyone working at a facility, including fellows.
Q: Are we expected to hire the Fellow(s)?
A: No, participating companies are not expected to offer employment to Fellows at the conclusion of the program, and Fellows are told that they are not guaranteed employment with the participating company. We do hope, however, that every participating company to be willing to interview Fellows for any appropriate open positions for which a Fellow maybe suitable.

Q: If we want to hire a Fellow as an employee, when can we expect the Fellows to be able to start?
A: As in any other employment situation, you are free to determine an appropriate start date for any Fellow that you hire as an employee. We have designed the Fellowship program to finish on a timeline that allows Fellows that are service members time for a seamless transition into the civilian workforce.
Q: What is the role of the Fellowship Program Manager?
A: Hiring Our Heroes provides a program manager to monitor Fellows directly through agreement and coordinate with the Fellows’ military leadership and liaisons from each participating company. The program manager also has the responsibility of ensuring program effectiveness and Fellow participation and progress, responding to a Fellow’s military leadership needs and inquiries, and capturing success rates and Fellow/business satisfaction throughout the program.

Q: During the program, are active duty Fellows able to travel on behalf of the company?
A: Travel will have to be requested individually by each Fellow with their military commanders through their normal procedures, in accordance with the Joint Federal Travel Regulations, as they are still under operational control of their command. As such, Hiring Our Heroes cannot guarantee or arrange for approval for travel for the program. It will need to be requested and approved by individual military commanders on a case-by-case basis.