



THE ROBERT HALF VETERANS INITIATIVE

rh Robert Half®



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Willis Johnson, vice president at Robert Half Technology and U.S. Navy veteran, and Renay Moya, senior vice president at Robert Half Technology and U.S. Air Force veteran

FROM THE CHAIRMAN AND CEO

Robert Half's decades of experience in staffing make us a valuable resource for members of the military community as they attempt to enter or re-enter the civilian workforce. We help them launch rewarding careers with companies across the United States — and around the world.

In this report, we describe the host of resources we have developed to assist veterans with their transition. We also help military spouses find employment opportunities so they can continue building skills and earning income while their partner is in the service. And we provide support to our own employees who have served in the U.S. armed forces, including veterans and active members of the National Guard and Reserve units.

As a veteran myself, I am proud to lead a company that is committed to helping those who served and is constantly improving its outreach to this special community.

Sincerely,



Harold M. Messmer, Jr.
Chairman and Chief Executive Officer



OUR MISSION TO HIRE AND PLACE MILITARY VETERANS



U.S. military personnel receive some of the best training in the world. They face challenging situations that require them to think and act quickly and to support their teams. The integrity, adaptability, strong work ethic, determination, problem-solving and leadership abilities required to succeed in the armed forces are just a few of the attributes that make veterans exceptional candidates for jobs in the civilian workforce.

But when they leave the service, veterans face a new challenge: the need to translate their military experience into relevant skills that civilian hiring managers can grasp and value.

“It’s not always easy to see how someone’s military background applies to the civilian work world,” said Paul McDonald, senior executive director at Robert Half and executive sponsor of the Robert Half Veterans Initiative. “Veterans often face employers who underestimate their potential or who overlook them as viable candidates simply because their skills and experience aren’t immediately seen as transferable.”

Military spouses also encounter obstacles in their job search.

“Employment gaps on a spouse’s resume often aren’t understood as simply times when they had to move because their partner was deployed to a new location,” he added.

Even when employers understand this, they may see risk in hiring a military spouse who might need to relocate after joining the organization, he added.

How we’re working to make a difference

Robert Half is working to help address issues such as these. We have made substantial efforts to help bridge the gap between organizations seeking skilled talent and veterans and their spouses pursuing opportunities in the civilian workforce.

“As a staffing firm, Robert Half is ideally positioned to help veterans with their careers,” McDonald said. “To me, one of the most rewarding results of our work is

seeing the skills, expertise, judgment and knowledge that former military personnel honed during their service being put to good use in the civilian world. We also see the military veteran community as an essential pipeline of skilled talent for our clients and our company.”

Ranelle Dunnam, Robert Half diversity and inclusion senior manager, added, “Hiring veterans and military spouses is part of who we are as a company. Our founder, Bob Half, believed that all people should have the opportunity to have a great work experience and a livelihood. We’re just building on his vision of inclusion.”

The Robert Half Veterans Initiative

Throughout our 70 years, Robert Half’s employees have lent veterans a helping hand to ease their career transitions. In 2013, we focused our efforts into what we named the Robert Half Veterans Initiative. Our ongoing goals are to:

- ★ Provide career resources to veterans and military spouses

- ★ Help veterans identify civilian career opportunities where both their military experience and their technical and soft skills will be understood and valued
- ★ Work with organizations that support the military community
- ★ Train our employees how to translate veterans’ specialized skills for civilian employers
- ★ Help our internal staff be more effective at connecting veteran candidates with opportunities for which they are a good fit, either within our organization or at our clients’ businesses

Read on for details about the initiative and our collaboration with organizations that support veterans and military families. We are also proud to share the stories and insights of some of our employees — veterans and others — who take a special interest in helping members of the military community transition to the civilian workforce.

“ Unless you have a positive experience working with veterans, you’re a veteran yourself or your company is committed to hiring veterans, you’re probably not going to think about hiring a veteran. And that means you’re missing out — not only on the expert work a veteran can deliver but also in knowing the employment opportunity you’ve provided is truly valued and appreciated.”



— **Eddie Borrero**, chief information security officer at Robert Half and U.S. Navy veteran

OUR CAREER RESOURCES FOR VETERANS AND MILITARY SPOUSES

After leaving the military, many veterans are uncertain about which direction to take next in their professional life. Nearly two-thirds (61 percent) of veterans interviewed for a study by the U.S. Chamber of Commerce Foundation said deciding which career path to pursue was their top transition challenge. Not surprisingly, perhaps, nearly half (44 percent) of veterans leave their first civilian job within the first 12 months, according to the foundation's study.

Robert Half offers a wide array of career resources to help veterans clarify their goals and find the right employment fit.

Military skills translator

Robert Half worked with the nonprofit DirectEmployers Association to create a military skills translator, an online tool that matches military job codes with civilian positions available at our company and our clients' businesses. Nearly 850,000 people have visited the [military skills translator](#) tool, and more than 444,000 have applied for jobs posted on Robert Half's site.

Covering more ground: Additional places where veterans can find our job listings

Through our relationship with DirectEmployers, employment opportunities with our clients, as well as open internal positions at Robert Half, are posted automatically to websites serving veterans and military spouses. These sites include:

- ★ [ArmedServicesJobs.com](#)
- ★ [Hero2Hired \(H2H\)](#)
- ★ [MarineGigs.com](#)
- ★ [MilitaryGigs.com](#)
- ★ [Military Spouse Connections](#)
- ★ [Military Spouse Employment Partnership \(MSEP\)](#)
- ★ [VetCentral](#)

DirectEmployers is active in helping veterans, people with disabilities and other groups find career opportunities and encouraging employers to hire them.

“As recruiters, and as an employer, we are aware that there is a huge shortage of skilled professionals available for hire in the United States. Meanwhile, here is a group of highly skilled individuals, many of whom have a difficult time transitioning out of the military and into the commercial sector. We need to go out in our communities and seek that talent.”



— **Renay Moya**, senior vice president at Robert Half Technology and U.S. Air Force veteran



Transition Assistance Program (TAP) Collaboration

Robert Half works with TAP locations on military bases across the United States. These programs include the U.S. Army’s Soldier for Life — Transition Assistance Program and the U.S. Navy’s Fleet and Family Support Program. They provide career information, tools, and training to service members and their spouses to help them transition to civilian life and build careers.

Our collaboration with 14 TAP locations includes regular participation in panel discussions, workshops and brown-bag lunch sessions. These events provide an opportunity for veterans and military spouses to learn about resources Robert Half offers to assist candidates transitioning to civilian careers. We also post information at TAP career centers about available positions at our company or with our clients.

SUPPORTING THE SUPPORTERS



An important way our company and our employees build relationships with veterans is by working with local and national organizations dedicated to helping them.

COMPANY EFFORTS TO CONNECT WITH THE MILITARY COMMUNITY

Robert Half has established alliances on a corporate level with the following groups, which serve veteran communities around the country.

Hirepurpose

Founded in New York City by a former U.S. Marine officer and Iraq War veteran in 2013, Hirepurpose helps connect Fortune 1000 companies with transitioning service members, veterans and military spouses so they can find careers they love. Robert Half was one of the first employers to work with the organization. Our company has [a dedicated page](#) on the Hirepurpose website where we post our open positions and provide career resources. We also share testimonials from several of our employees who discuss their military

service and their careers at Robert Half and offer advice for other veterans.

Robert Half also works with Hirepurpose's career coaches to provide feedback on candidate resumes.

"Robert Half is dedicated and engaged in our alliance," said Amanda Mazzuca, director of client success at Hirepurpose. "They have been a real leader in setting best practices for hiring veterans and military spouses. And because they're a staffing firm, they have many opportunities that are a great fit for people in the military community."

Hiring Our Heroes

Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation, is a nationwide initiative to help veterans, transitioning service members and military spouses find meaningful employment opportunities. Robert Half works with the program nationwide and participates in many of the career fairs that Hiring Our Heroes organizes.

Microsoft Software & Systems Academy (MSSA)

Robert Half Technology, the IT staffing division of Robert Half, supports Microsoft's veterans training program, MSSA. The program trains transitioning and former service members on Microsoft technology and helps them earn Microsoft certifications. These efforts are designed to prepare veterans to pursue technology jobs in the rapidly changing and highly competitive digital economy.

Robert Half has hired several graduates of the MSSA program. We also collaborated with Microsoft's Military Affairs initiative in 2017 to deliver presentations focused on career advice and technology salary trends at the following U.S. military installations:

- ★ Camp Pendleton, Calif.
- ★ Fort Benning, Ga.
- ★ Fort Bragg, N.C.
- ★ Fort Campbell, Tenn.
- ★ Joint Base Lewis-McChord Education Center, Wash.



Military Spouse Employment Partnership (MSEP)

MSEP is a recruitment and employment resource linked to the U.S. Department of Defense Spouse Education and Career Opportunities program. Robert Half is a featured company on the program's website, which includes our job postings. MSEP has also recently featured the Robert Half Veterans Initiative in a report to the federal government as an example of an alliance success story.

While Robert Half can't guarantee placement for military spouses, our recruiters strive — as they do with all our candidates — to provide the personal attention and guidance necessary for a successful job search. For example, our recruiters attend MSEP-hosted career fairs held at military installations throughout the United States.

Accountemps vice president Cynthia Johndrow and Robert Half deployment



manager Meghan Higgins, both of Norfolk, Va., were instrumental in helping Robert Half become a certified MSEP partner five years ago.

“One key benefit of being an MSEP partner is that we’re on a list of military-friendly employers,” said Johndrow, who went to the Pentagon with Higgins to accept Robert Half’s partnership certification. “When military personnel and their families move to a new town, they see Robert Half’s name on that list and know we can help them in their job search.”

NPower

NPower helps veterans and military spouses launch digital careers, beginning with teaching basic computer and technical skills. Robert Half became a corporate sponsor of NPower in 2015, when the New York City-based nonprofit

started its outreach in the San Francisco Bay Area.

Robert Half has since hosted 36 NPower interns in the IT department of our corporate office in San Ramon, Calif., and in our nearby data center. As of mid-2018, our company has retained 26 NPower interns as contractors and hired five as full-time employees. Our company also assists NPower with resume reviews, mock interviews and other career resources.

NPower is among the organizations with which Robert Half CIO Sean Perry has made a point of building relationships to help Robert Half assist transitioning service members. Perry’s connection to the military community is also personal: His father was a veteran who faced challenges when transitioning to the civilian workforce.



Eddie Borrero, Robert Half's chief information security officer and a U.S. Navy veteran, said, "We have many success stories of veterans coming to us from NPower and finding great jobs here at Robert Half, or elsewhere. The program literally changes the lives of its graduates, especially in terms of increasing their employability and earning potential in the civilian workforce."

Darryl Williams, internship placement manager for NPower, said, "Our students have set such a high standard, and Robert Half knows that our grads will do outstanding work. But even I am surprised at how many of our alumni are still working for the company. Robert Half takes really good care of them."

FROM INTERN TO INFORMATION SECURITY ANALYST

One NPower success story is **Mauricio Filho**, a veteran of both the U.S. Coast Guard and U.S. Army Corps of Engineers. He worked as an NPower intern and then as a contractor for Robert Half before he was offered a full-time position with the company in 2017.

"I am very grateful for the opportunity Robert Half has provided," Mauricio said. "Many employers in the civilian world don't see the value of military

experience or the adaptability of veterans and our ability to solve problems."

Jerry Doherty, Robert Half CIO portfolio and financial manager — himself a U.S. Coast Guard veteran — works directly with NPower staff to arrange internships like Mauricio's with Robert Half's IT department. "The reality is that veterans, during their service, have done things that most of us couldn't do," Doherty said.



Mauricio Filho, security analyst at Robert Half and U.S. Coast Guard and U.S. Army Corps of Engineers veteran



Jerry Doherty, CIO portfolio and financial manager at Robert Half and U.S. Coast Guard veteran

EMPLOYEE EFFORTS TO CONNECT WITH THE MILITARY COMMUNITY

Robert Half employees in our corporate and field offices have long built relationships with organizations that support the military community and help members transition to the civilian workforce. Their efforts have made a difference in the lives of veterans and military spouses. Here are just a few examples:

Centurion Military Alliance (CMA), San Antonio, Texas

CMA helps military service members, their dependents and their primary caregivers transition to civilian life. Robert Half vice president Scott Steele, who works in our San Antonio field office and grew up in an Air Force family, has developed a successful relationship with CMA.

Steele said the experience has been more than worthwhile: “CMA provides the opportunity to connect directly with veterans through resume workshops and

mock interview sessions. They also invite hiring managers to a special luncheon for individuals transitioning out of the military. It’s a great experience.”

Fleet & Family Support Center (FFSC), Naval Air Station Oceana, Virginia Beach, Va.

In collaboration with FFSC, Robert Half conducts workshops on resume writing, holds mock interviews and works with job seekers one-on-one. We also take part in employer panels, where military spouses can ask questions of our staffing specialists.

Amanda Kregiel, an account executive with Robert Half’s Salaried Professional Service, estimates that we have helped more than 500 military spouses and transitioning service members. Illustrating Robert Half’s commitment, Accountemps’ Cynthia Johndrow has served on the Employer Advisory Board for FFSC in the Norfolk, Va., area for nearly a decade.





Kimberly Stiener-Murphy, vice president at Robert Half and a U.S. Air Force veteran, volunteers with organizations such as Hire Heroes USA to help veterans and military spouses find meaningful employment.

Hire Heroes USA, Alpharetta, Ga.

Hire Heroes USA helps veterans and military spouses succeed in the civilian workforce. Kimberly Stiener-Murphy, Robert Half vice president in Sacramento, Calif., is a U.S. Air Force veteran who volunteers locally for the organization.

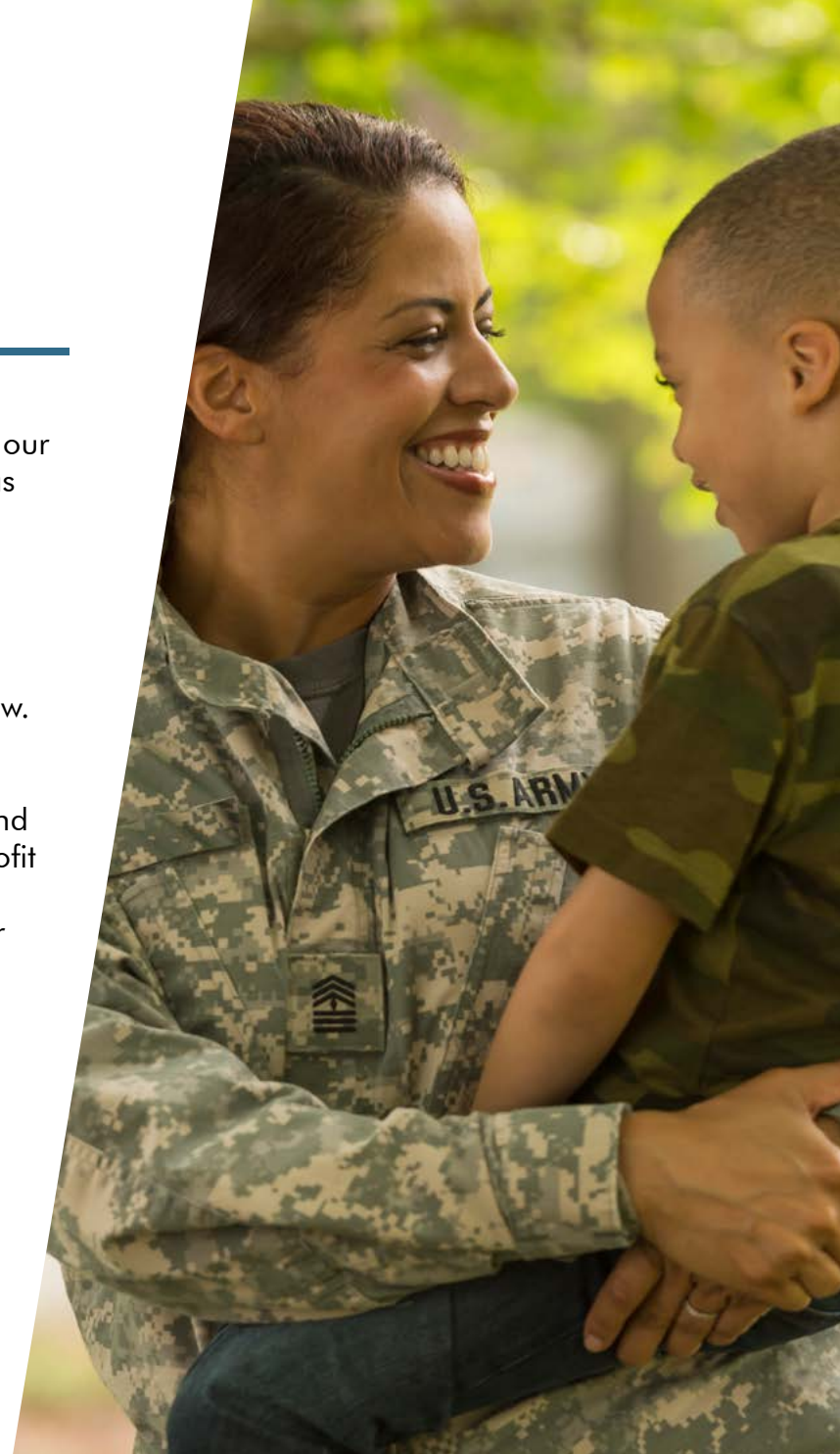
“Hire Heroes USA connects veterans in the civilian workforce with individuals transitioning out of the military,” Stiener-Murphy said. Making a connection like that, she added, can be extremely important to a veteran’s success in building a new career.

**Opportunity Inc.,
Virginia Beach, Va.**

More than two years ago, Robert Half field employees forged an alliance with Opportunity Inc. The organization is part of the Hampton Roads Workforce Development Board and oversees federally funded workforce development programs in the Virginia Beach area. We engage specifically in its veteran outreach efforts. Activities include employer panels that draw about 30 job seekers per month from the military community. The local Robert Half office also held an open house for veterans and military spouses

in 2016. Through this relationship, our team met a military spouse who was looking for temporary work, but we found her a full-time job.

“We were able to place her in an accounting clerk role at a local nonprofit right away,” said Johndrow. “It was supposed to be a two-week assignment, but the client was so impressed that they quickly hired and promoted her. Ironically, the nonprofit assists people who are out of work, and she is now running one of their unemployment centers.”



SUPPLIER INCLUSION: CONNECTING WITH VETERAN-OWNED BUSINESSES

Our company relies on goods and services provided by a number of diverse suppliers, including veteran-owned, and service-disabled veteran-owned, small businesses. We develop and maintain bidder lists of these suppliers from multiple sources through our Supplier Inclusion Initiative.

One of our program's success stories involves a California state-certified, disabled veteran-owned small business enterprise. We purchased thousands of monitors, tablet computers and headsets for our field employees to use. The firm also stored the devices for our company, issuing them to us as needed.

The projects created more than 6,500 hours of work for disabled veterans who had previously been unemployed. "That is a powerful example of the impact that our company can make by working directly with veteran- and disabled veteran-owned business," said Kathleen Trimble, vice president of supplier inclusion at Robert Half.

Robert Half's Supplier Inclusion Initiative has received several awards and accolades, including a "Best of the Best" ranking by U.S. Veterans Magazine on its Top Supplier Diversity Program list. Our company is also a member of the U.S. Veteran Business Alliance. Trimble previously served as chair for the organization's corporate advisory board.

“

Veterans like to have structure. I could see right away that everyone's job at Robert Half is clearly defined, and the company has steady leadership. I was, and continue to be, impressed by the strength of the company.”



— **Willis Johnson**, vice president at Robert Half Technology and U.S. Navy veteran

TRAINING OUR EMPLOYEES TO PLACE VETERANS

Because we are a staffing firm, Robert Half is unique in our support of veterans and their spouses: We take an active role in finding them the jobs they seek and can thrive in. We make sure our employees are trained to explain to employers how they can benefit from veterans' specialized skills.

Our veterans outreach intranet site includes transition assistance information from organizations that Robert Half collaborates with. The information is intended to help our staff effectively support the veterans and military spouses they are trying to place or hire.

Among other resources, the site provides our staff with access to interactive courses created with help from PsychArmor Institute, a nonprofit that provides free education and support to help people engage with the military community. The courses are designed to give our team members insight into the challenges that military veterans and their family members may face when transitioning to the civilian workforce. Topics include strategies for recruiting veterans, onboarding veterans into the civilian workforce and creating a welcoming corporate culture.



BUILDING AN **INCLUSIVE ENVIRONMENT** FOR OUR **VETERAN** EMPLOYEES

An essential component of the Robert Half Veterans Initiative is ensuring veterans within our own workforce can enjoy challenging and satisfying careers at the company. We have built a corporate culture that values the diverse skills and experience veterans bring to the job.

Veterans Day activities

In 2017, Robert Half hosted a Veterans Day panel, led by senior executive director Paul McDonald, at our San Ramon, Calif., office. The panel featured five military

veterans from our corporate and field staffing operations, as well as from Robert Half subsidiary Protiviti. The panelists shared stories of why they joined the military, how they dealt with transitioning to civilian life, and why they believe Robert Half is a rewarding place for veterans to build new careers.

For Veterans Day each year, Protiviti president and CEO Joe Tarantino spotlights a select group of Protiviti veterans who share their stories of military life. In 2017,

the veterans shared self-filmed videos in which they described their role in the military and what skills they gained from their experience that are helping them to succeed in their jobs at Protiviti.

As Robert Half and Protiviti continue to develop new ways of recognizing veterans, the annual Veterans Day holiday will remain a key occasion for helping our employees understand the experience of the military community.



Robert Half's Veterans Day panel, featuring (from left): Paul McDonald, senior executive director at Robert Half and panel moderator; Jon Medina, associate director at Protiviti and U.S. Army veteran; Renay Moya, senior vice president at Robert Half Technology and U.S. Air Force veteran; Eastin Rivera-Jacinto, project manager at Robert Half and U.S. Army and National Guard veteran; Kimberly Stiener-Murphy, vice president at Robert Half and U.S. Air Force veteran; and Eddie Borrero, chief information security officer at Robert Half and U.S. Navy veteran



Protiviti's Veterans ENG

In 2013, Protiviti launched its Veterans Employee Network Group (ENG) with a mission to positively affect the careers of employees with military service. Protiviti associate director Jason Riddle, a U.S. Army veteran, established the group. It is one of several ENGs under Protiviti's broader [diversity and inclusion initiative](#), led by Susan Haseley, executive vice president, global diversity and inclusion.

The Veterans ENG, which has about 70 members across the United States, helps re-engage individuals with the workforce after their military service. The group works with the human resources, recruiting and management teams to help Protiviti identify and hire candidates who have gained unique and valuable skills, experience, and perspectives while in the military.

"The Veterans ENG has helped bring about changes in company policy that make Protiviti a better place to work for veterans," Riddle said. "We continue to refine those efforts, drive more change where needed, and develop additional training and resources for our veterans."

For example, the group has established a veteran mentor program that pairs new hires with current employees who have military experience to help make the transition to corporate life a little easier. Veterans ENG also coordinates corporatewide initiatives, such as developing support programs for employees deployed with National Guard or Reserve units, and participating in local and national charity events.

OUR HEARTS ARE IN IT



Robert Half is, at our core, a people business. We love our jobs because of the satisfaction we gain from matching candidates with rewarding roles in companies that benefit from their talents. This spirit extends to any assistance we can give to members of the military community.

“Our U.S. military veterans bring back skills and life experiences unmatched by most of the citizens they have kept safe during their service,” said Robert Half Chairman and CEO Max Messmer. “They deserve not only our sincere thanks but also a helping hand as they enter the civilian workforce. The contributions they and their spouses bring to a job are a welcome addition to any business.”

Visit [Robert Half’s Veteran Careers](#) page to search for jobs and access our [military skills translator](#).

ABOUT ROBERT HALF

Robert Half is the world's first and largest specialized staffing firm, providing skilled professionals in the fields of accounting and finance, technology, legal, creative, marketing, and administration. Robert Half also is the parent company of Protiviti, a global consulting and internal audit firm composed of experts in risk, advisory and transaction services. We have more than 400 consulting and staffing locations worldwide.



1.855.900.8816

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