



State of Minnesota's Efforts to Employ and Support Veterans

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Minnesota Management and Budget**

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Introduction

The State of Minnesota seeks and values the unique skills of those who have served or are serving in the military. We actively recruit, hire, and develop veterans and service members because they bring important contributions to the workplace. This report provides the state's efforts to recruit and employ veterans during fiscal year 2021.

The data reported here is collected as required by the Minnesota Legislature. In addition, [Executive Order 19-20](#) instructs state agencies to report their veteran-focused recruitment and retention activities. Self-identification of veteran status is voluntary, and employees are not legally required to provide this information.

Minnesota Management and Budget would like to acknowledge and thank the executive branch agencies for their support and for providing information on their recruitment and retention activities included in this report. Through our joint efforts we are better positioned to serve Minnesota's veterans.

Executive Summary

The Commissioner of Minnesota Management and Budget (MMB) is required by Minnesota law (Article 3, Section 22 of Chapter 94) to annually collect data on the number of veterans in cabinet-level state agencies and veteran information at various points in the state recruitment and selection process. In addition, Executive Order 19-15 instructs state agencies to submit to MMB their veteran-focused recruitment and retention efforts demonstrating their support, commitment, and actions to making Minnesota a more military and veteran-friendly state.

Fiscal year 2021 continued to be a challenge related to hiring and retaining all employees, including veterans, during the COVID-19 pandemic. Many state agencies were under a hiring freeze from April 2020 through June 2021, which limited their ability to hire any employees, including veterans. In addition, the State has had to think creatively about how to recruit in a virtual environment due to requirements of social distancing and prohibitions on indoor gatherings such as career fairs.

Workforce Representation

According to fiscal year 2021 data, 7.6 percent of the state government full-time employees in cabinet-level agencies self-identified as veterans. By comparison, 4.0 percent of Minnesota's overall labor force over the ages of 18 are veterans (U.S. Census Bureau, 2019 American Community Survey). In fiscal year 2021, 8.5 percent of employees hired by cabinet-level agencies into full-time positions were veterans.¹ Veterans are not a protected group under Minnesota law, however the State of Minnesota monitors and actively recruits this group.

Our analysis shows the number of veterans in state government will continue to decrease if the percent of veteran applicants and new hires does not stay near 8 percent.

Two-Year Snapshot: Full Time Employees, Cabinet-Level Agencies

| | FY 2020 | FY 2021 |
|---|--------------|--------------|
| % of all applications submitted by veterans | 6,578 (7.7%) | 6,752 (8.0%) |
| % of all hires that are veterans | 242 (6.8%) | 223 (8.5%) |
| % of employees that are veterans | 7.8% | 7.6% |

To promote the state as a veteran-friendly employer and to increase employment opportunities for veterans in state government during fiscal year 2021, state agencies:

- Conducted veteran-focused recruitment and retention activities to increase the numbers of veterans and retain them.

¹ Employees are not required to self-identify their veteran status, so the number reported may not fully reflect veterans working for the State of Minnesota.

- Provided reintegration education and training to agency staff.
- Developed partnerships with veteran organizations and advocates.
- Provided support to deployed military employees.
- Retained job classifications whose sole purpose is supporting veterans, and in some cases, must be filled by veterans.

Agency Outreach and Recruitment Efforts

An important component of the state’s recruitment strategy is participating in networking, outreach, and recruitment events. State agencies participate in various outreach and recruitment events throughout the year to raise awareness of employment opportunities with the state. In fiscal year 2021, most of these events were virtual events due to the COVID-19 pandemic.

Veterans Virtual Career Fair

During this reporting period, several state agencies participated in virtual career fairs for veterans. State agency staff offered resume tips and networking advice to veterans and also promoted employment opportunities within state agencies. The virtual career fairs were held on the following dates:

- Veterans Virtual Resource Fair: July 16, 2020
- Veterans Virtual Career Fair: July 23, 2020
- Veterans Virtual Career Fair: November 19, 2020

Dedicated Staff

Some state agencies have dedicated staff to support veterans. The Minnesota Department of Veterans Affairs provides services to ensure that Minnesota’s veterans, their dependents, and survivors receive the full measure of benefits and services to which they are entitled. In addition, the Minnesota Department of Military Affairs supports Minnesota National Guard members. Additional information on dedicated agency staff serving veterans is in the *State Resources Dedicated to Veteran Support* section of the report.

Executive Order 19-20 Taskforce

In September 2019, several state agencies formed a task force to ensure collaboration to implement Executive Order 19-20 *Supporting the Selection and Employment of Veterans*. Participating agencies include: the Minnesota Department of Veteran Affairs, the Department of Employment and Economic Development, and Minnesota Management and Budget. This group attempts to meet monthly but was unable to always meet this frequency during this reporting period due to the conflicting demands of the COVID-19 pandemic. The task force developed a work plan to guide their work and identified the following priorities: 1) Recruiting veterans for state jobs 2) Providing training for Human Resource personnel, Hiring Managers, and Recruiters, and 3) Adding veteran-related resources to MMB’s HR Toolbox, an online resource for state employees. In fiscal year 2021, the group coordinated on three virtual career fairs for veterans. They also provided training to veterans on job search skills and provided information to state HR offices on the military and some specific skills sets veterans would bring to state jobs.

State Spending with Veterans

An important part of the economic vitality of the state are thriving businesses. The state has been intentional in its outreach efforts to include veteran businesses as registered vendors. The Department of Administration’s Office of Equity in Procurement was established to improve the state’s spending with targeted businesses.

Veterans Business Program

Minnesota Department of Transportation's [Veterans Business Program](#) provides verified veteran-owned small businesses with increased access to state contracting opportunities. This program is for Minnesota-based businesses that are at least 51 percent owned by veterans.

Veterans Business Loan Program

For veterans interested in starting a new business in Minnesota or reestablishing a business left behind after deployment to active duty, the Minnesota Department of Employment and Economic Development provides several resources including expert business guidance and some targeted business financing options.

Building Talent Pipelines

Minnesota veterans are an excellent pipeline for Minnesota's workforce. A number of cabinet-level agencies have made great strides to successfully engage veterans in the State of Minnesota's workforce.

Veteran Focused Legislation

The State of Minnesota recognizes the training and experience of military services of the government and this commitment is demonstrated in several state laws.

M.S. 43A.09 Recruitment

[State Personnel Management: Recruitment statute](#) requires MMB, in cooperation with appointing authorities of all state agencies, to emphasize recruitment of veterans in addition to protected group members to "assist state agencies in meeting affirmative action goals to achieve a balanced workforce."

M.S. 43A.11 Veterans' Preference

The [Minnesota Veterans' Preference statute](#) requires notification to state applicants that they may elect to use veterans' preference. It requires that applicants who meet the minimum qualifications for a vacant position and claim disabled veterans' preference be listed in the applicant pool ahead of all other applicants, and those claiming non-disabled veterans' preference be listed ahead of non-veterans. It also provides this preference to spouses of deceased veterans or of disabled veterans who because of disability are unable to qualify. It also requires that each recently separated veteran who meets minimum qualifications for a vacant position and has claimed a veterans' or disabled veterans' preference must be considered for the position and requires that the top five recently separated veterans must be granted an interview for the position. Finally, it requires appointing authorities who reject a finalist who has claimed veterans' preference to notify the finalist of the reasons for rejection.

M.S.43A.111 Noncompetitive Appointment of Certain Disabled Veterans

The [Noncompetitive Appointment of Certain Disabled Veterans statute](#) allows state agencies to make noncompetitive appointments to classified positions for qualified disabled veterans with a verified service connected disability rating of at least 30 percent.

For more information, please visit [Veterans](#) on MMB's website.

Veteran Employment Data

The state employee data in the following tables are collected from the state's job applicant tracking and personnel information system. The data is from fiscal year 2021 (July 1, 2020 to June 30, 2021) and these tables represent a snapshot of state employee data as of June 30, 2021.

The numerical data in this report is from the cabinet-level agencies in the executive branch as required by statute. The cabinet-level agencies account for over 94 percent of state employees. The data in Tables 1-3 do not include executive branch agencies and commissions outside of the cabinet-level agencies, the legislative branch, judicial branch, Minnesota State, or the retirement agencies.

State Employee Veteran Status and Voluntary Disclosure

State law requires that the number of veterans among the state government cabinet-level agency workforce be reported to the Legislature every year. Identification of veteran status is voluntary and employees are not legally required to provide this information. To obtain veteran status from state employees, we offer a “Self Service” webpage where state employees can update their demographics, including veteran status, at any time. Employees are encouraged but are not required to disclose their veteran status. As a result, some employees who are veterans may have not self-identified as such, impacting the accuracy of this data. Currently, 7.6 percent of full-time cabinet agency employees self- identify as veterans.

Veterans in State of Minnesota Government Workforce – Table 1

Table 1 shows the distribution of veterans in executive branch cabinet-level agencies. Key points:

- About 7.6 percent of State of Minnesota government cabinet-level agency full-time employees self-identified as veterans.
- 4.0 percent of Minnesota’s civilian labor force between the ages of 18 and 64 are veterans. Labor force means employed or available and actively seeking employment. *Source: U.S. Census, 2019 American Community Survey.*
- All 2021 hiring was impacted by an ongoing hiring freeze for most positions, which began in April 2020 and lasted until July 1, 2021.

Table 1 Veterans in the State of Minnesota Government Workforce Cabinet-Level Agencies, FY2021

| Cabinet-Level Agency | Number of Employees in Full Time Positions | Number of Full-Time Employees Who Self-Identified as Veterans | Number of Full-Time Positions Hired in FY 2021 | Number of Full-Time Veterans Positions Hired in FY 2021 |
|-------------------------------|--|---|--|---|
| Administration | 487 | 26 | 22 | 0 |
| Agriculture | 432 | 18 | 17 | 0 |
| Bureau of Mediation Services | 13 | 2 | 1 | 0 |
| Commerce | 319 | 18 | 10 | 0 |
| Corrections | 4,019 | 491 | 357 | 46 |
| Education | 386 | 8 | 20 | 1 |
| Employment & Economic Develop | 1,367 | 80 | 213 | 9 |
| Health | 1,558 | 47 | 175 | 5 |
| Housing Finance Agency | 264 | 5 | 23 | 1 |
| Human Rights | 41 | 3 | 4 | 0 |
| Human Services | 5,510 | 269 | 343 | 37 |
| Iron Range Resources & Rehab. | 41 | 4 | 3 | 0 |
| Labor & Industry | 420 | 30 | 43 | 3 |
| Military Affairs | 370 | 122 | 48 | 14 |
| MN Management & Budget | 256 | 8 | 22 | 0 |
| Natural Resources | 2,257 | 116 | 405 | 32 |
| Office of Higher Education | 66 | 2 | 10 | 0 |
| Office of MN.IT Services | 2,408 | 202 | 109 | 7 |
| Pollution Control Agency | 846 | 26 | 65 | 2 |
| Public Safety | 2,002 | 238 | 215 | 19 |
| Revenue | 1,364 | 52 | 69 | 3 |
| Transportation | 5,004 | 401 | 355 | 29 |
| Veterans Affairs | 776 | 114 | 96 | 15 |
| Total | 29,719 | 2,256 | 2,625 | 223 |

Column 2 - total number of persons employed in full-time positions listed by the state agency. Rule 3900.400 definition of full-time employee is an employee who is normally scheduled to work 80 hours in a biweekly period.

Column 3 - total number of employees identified in Column 2 who self-identified as veterans. Disclosure of an employee's veteran status is voluntary and based on self-identification. Employees are encouraged, but are not required to disclose their veteran status.

Column 4 - total number of vacant full-time positions in the agency filled by hiring or appointment for fiscal year 2021.

Column 5 - total number of full-time hires who indicated veteran status in FY 2021.

Veteran Applicants for State Government Employment – Table 2

Table 2 shows a summary of veteran job applicants, interviewing, and hiring in fiscal year 2021.

- Approximately 4.3 percent of applicants for state employment are veterans.
- About 8.0 percent of applications submitted for full-time vacancies were submitted by veterans.
- Approximately 8.5 percent of the full-time jobs filled in FY 2021 were filled by veterans.

Table 2 Veteran Applicants for State Government Employment in Cabinet-Level Agencies, FY 2021

| Cabinet-Level Agency | Full-Time Positions Filled | Total Applications Received | Veteran Applications | Veterans Hired |
|-------------------------------|----------------------------|-----------------------------|----------------------|----------------|
| Administration | 22 | 1,712 | 150 | 0 |
| Agriculture | 17 | 641 | 37 | 0 |
| Bureau of Mediation Services | 1 | 114 | 10 | 0 |
| Commerce | 10 | 607 | 37 | 0 |
| Corrections | 357 | 3,709 | 223 | 46 |
| Education | 20 | 2,027 | 208 | 1 |
| Employment & Economic Develop | 213 | 7,264 | 658 | 9 |
| Health | 175 | 7,902 | 460 | 5 |
| Housing Finance Agency | 23 | 1,256 | 129 | 1 |
| Human Rights | 4 | 361 | 19 | 0 |
| Human Services | 343 | 17,309 | 1,259 | 37 |
| Labor & Industry | 43 | 1,220 | 111 | 3 |
| Military Affairs | 48 | 467 | 39 | 14 |
| MN Management & Budget | 22 | 1,601 | 193 | 0 |
| Natural Resources | 405 | 4,262 | 177 | 32 |
| Office of Higher Education | 10 | 418 | 44 | 0 |
| Office of MN.IT Services | 109 | 11,138 | 1,397 | 7 |
| Pollution Control Agency | 65 | 4,056 | 160 | 2 |
| Public Safety | 215 | 8,633 | 709 | 19 |
| Revenue | 69 | 728 | 50 | 3 |
| Transportation | 355 | 6,662 | 406 | 29 |
| Veterans Affairs | 96 | 2,318 | 276 | 15 |
| Total | 2,625 | 84,405 | 6,752 | 223 |

Column 2 - the total number of vacant full-time positions in the agency filled during fiscal year 2021

Column 3 - the total number of applications received for positions that were posted and closed in fiscal year 2021

Column 4 - the total number of applicants identified in Column 3 who self-identified as being a veteran

Column 5 - the total number of veterans hired in cabinet agencies

A. All Applicants Compliance Tracking

Veterans are not a protected group under Minnesota statute, however the state continually monitors and actively recruits this group. U.S. Census data indicates that 4.0 percent of participants in the overall Minnesota workforce self-identify as veterans. However, for Minnesota state agencies to reflect demographics of the state workforce, a goal of 8 percent has been identified. Veterans currently represent 7.6 percent of full-time cabinet agency employees. In FY 2021, 8.5 percent of full-time hires were veterans.

B. Historical Veteran Hiring in State Government

Tables 3 shows a summary of veterans hired for positions in state government cabinet-level agencies between fiscal years 2010-2021. Key points:

- Since fiscal year 2011, veterans as a percentage of total hires have declined although there was a recovery in FY 2021.
- About 8.5 percent of new hires are veterans as of fiscal year 2021.

Table 3 Veterans Hired in State of Minnesota Government at Cabinet-level Agencies Fiscal Year 2010-21

| Fiscal Year | Number of Full-Time Vacancies Filled | Number of Veterans Hired | % Veterans Hired |
|-------------|--------------------------------------|--------------------------|------------------|
| 2010 | 2,271 | 203 | 8.9% |
| 2011 | 2,242 | 250 | 11.2% |
| 2012 | 2,879 | 273 | 9.5% |
| 2013 | 3,257 | 324 | 9.9% |
| 2014 | 3,259 | 299 | 9.2% |
| 2015 | 3,060 | 258 | 8.4% |
| 2016 | 3,532 | 274 | 7.8% |
| 2017 | 3,878 | 307 | 7.9% |
| 2018 | 3,961 | 298 | 7.5% |
| 2019 | 3,668 | 266 | 7.8% |
| 2020 | 3,573 | 242 | 6.8% |
| 2021 | 2,625 | 223 | 8.5% |

Statewide Veteran-Focused Initiatives, Programs, and Services

The following section describes statewide initiatives, programs, and services available to Minnesota veterans. Many of the services listed involve collaboration between state or federal agencies and the Legislature, veteran advocacy organizations, and private companies.

Commanders Task Force

The [Minnesota Commanders Task Force](#) is comprised of elected Commanders and Adjutants of nine congressionally-chartered Veterans Service Organizations in the State of Minnesota. The key functions of this group include developing a united veterans legislative agenda and actively advocating for it before the state and elected officials, serving as a non-partisan advisory group to the commissioner of Veterans Affairs, the governor, and legislators on veteran issues in the state, and working to form Veteran Service Organization partnerships in program development.

Department of Natural Resources Licensing

The [Minnesota Department of Natural Resources](#) provides special privileges to veterans for hunting licenses, firearm safety training, fishing licenses, state park vehicle permits, and the Minnesota Conservation Volunteer magazine. The program also provides free deer hunting licenses; permission to hunt small game without a license; and free annual Minnesota state park permits.

Military Service; Tax Implications for Retirement Pension and Pay

To the extent included in federal taxable income, compensation received from a pension or other retirement pay from the federal government for service in the military, as computed under United States Code, title 10, sections 1401 to 1414, 1447 to 1455, and 12733, is a subtraction. The subtraction must not include any amount used to claim the credit allowed under [section 290.0677](#).

Military Tax Related Benefits

The Minnesota Department of Revenue provides [tax credits and tax relief](#) for current, retired, and disabled military service members. Credit and tax relief includes the Active-duty military pay subtraction, Military Spouses Residency Relief Act, credit for military service in a combat zone, tax credit for past military service, tax debt relief for deceased active duty military, and market value exclusion on homesteads of disabled veterans.

Minnesota Association of County Veterans Service Officers

The [Minnesota Association of County Veterans Service Officers](#) works collaboratively with the Minnesota Department of Veterans Affairs and nationally chartered veterans service organizations in promoting the interests and welfare of veterans, their families, and survivors. Their focus is to enhance the quality of their lives through advising, counseling, claims assistance, education, advocacy, and special programs. All services aim to ensure that veterans, their families, and survivors receive all the benefits and services so well deserved for the hardships they have endured.

Minnesota GI Bill

The [Minnesota GI Bill](#) program provides postsecondary educational assistance to eligible Minnesota veterans, non-veterans who served in the military and eligible spouses and children. Full-time undergraduate or graduate students may be eligible to receive up to \$1,000 per semester and part-time students can receive up to \$500 per semester (up to \$3,000 per academic year and \$10,000 per lifetime). Eligible veterans may also receive on-job-training and apprenticeship funds up to \$2,000 per fiscal year for either program.

Transition Resource Fairs

The Minnesota Department of Corrections hosts onsite [facility transition fairs](#) for veteran inmates. The transition fairs present opportunities for inmates with 18 months or less to serve. The goal is to provide contacts and resources for inmates in housing, family support, personal finance, transportation, employment, and mental health. Hundreds of inmates at the host facility are invited to attend. These events are designed to provide veteran inmates who are transitioning back into the community with resources to assist them with successful reentry. Resources are provided in conjunction with other state agency exhibitors and include the Department of Human Services offering a three-week work readiness training for people with criminal histories. Additional exhibitors include: trade unions, faith-based groups, community nonprofits, and volunteer groups.

Transition Coalition

The Minnesota Department of Corrections partners with nonprofit agencies to provide [support for veteran inmates re-entering the community](#) after incarceration and treatment. The coalition produces an electronic newsletter which contains information related to facility transition fairs, training announcements, grants and contract requests for proposals and other reentry program networking opportunities.

Veterans Employment Services

[Veterans Employment Representatives](#) are located at the Minnesota Department of Employment and Economic Development's Workforce Centers and are available to work one-on-one with service members in their job search. The individualized assistance includes help with resumes, interviewing skills, networking techniques, referrals to other veteran services, and assistance connecting with employers.

Veterans Business Program

Minnesota Department of Transportation's [Veterans Business Program](#) provides verified veteran-owned small businesses with increased access to state contracting opportunities. This program is for Minnesota-based businesses that are at least 51 percent own by veterans.

Volunteer Income Tax Assistance (VITA)

The [Minnesota Department of Revenue](#) provides veterans with free assistance to file their state income and property tax returns. Veterans (and other selected groups) can access this service from over 200 sites across Minnesota.

Veterans Business Loan Program

For veterans interested in starting a new business in Minnesota or reestablishing a business left behind after deployment to active duty, the Minnesota Department of Employment and Economic Development provides several resources including expert business guidance and some targeted business financing options.

Commercial Driver's License

The Minnesota Department of Public Safety offers a waiver for qualified service members for commercial drivers to apply without skills steps. This waiver can be used by service members who are currently licensed, who are or were employed within the past year (12 months) in military positions requiring the operation of a military motor vehicle equivalent to a Commercial Motor Vehicle (CMV). Commercial Driver's License knowledge written tests cannot be waived.

State Resources Dedicated to Veteran Support

The state has veteran-focused positions responsible for supporting veterans as they reintegrate back into civilian life and the workforce. These positions are typically employed at the Minnesota Department of Veterans Affairs, Minnesota Department of Employment and Economic Development, Minnesota Department of Military Affairs, and Minnesota State Colleges and Universities. In addition, all state agencies have personnel that assist veterans, many agencies also have websites dedicated to veteran information, resources, and services.

Minnesota Department of Veterans Affairs Staff

The entire MDVA staff is charged with assisting Minnesota's veterans and their families to obtain their rightful benefits and services. Key MDVA positions with a particular focus on assisting veterans include: Veterans Assistance Coordinators and Veterans Claims Representatives.

The agency also has employees who conduct outreach activities and assist veterans in need. This work is conducted across many divisions. One division serves American Indians who are part of native tribes and eligible for veterans benefits. Division staff assist them with the application process to obtain these benefits. Another division conducts outreach to homeless veterans living on state lands.

Minnesota Department of Military Affairs

The [Minnesota Department of Military Affairs](#) is also known as the Minnesota National Guard. The agency provides leadership, resources, and support to the National Guard. The Minnesota National Guard has more than 13,000 service members. More than 400 National Guard service members are deployed to multiple locations.

Attorney General's Veterans Assistance Unit

[The Minnesota Attorney General's Office](#) helps veterans, service members, or a member of their family with veteran's benefits, TRICARE benefits, credit issues, home mortgage, identity theft, and more. Contact 651-296-3353 or 1-800-657-3787 for free information about voluntary mediation services to help resolve problems.

Veterans Employment Representatives and Disabled Veterans Outreach Representatives

The responsibilities of the Minnesota Department of Employment and Economic Development's [Veterans Employment Representatives and Disabled Veterans Outreach Representative](#) positions include:

- Identify veterans interested in working for state agencies.
- Recruit veterans for all state jobs and promote the state at job fairs.
- Promote Minnesota as a veteran-friendly employer at state and national conferences.
- Coach veterans on the state hiring process and online employment tools.
- Outreach to veteran organizations and advocates such as the County Veteran Service Officer, VFW, American Legions, and Disabled American Veterans to promote state employment.
- Outreach to veteran-focused minority and disability organizations.
- Assist veterans and their families with housing, health, or other issues.

Higher Education Veteran Program Coordinators

This program connects veterans with [educational benefits and resources](#) to be successful in college. Onsite assistance is given to military members and their families at colleges and universities. The goal of the program is to assist veterans in removing barriers to enrollment and access to benefits.

Coordinators work with the Minnesota State campuses to:

- Provide a welcoming environment for students to interact with other students who are veterans or family members of veterans.
- Facilitate communication between departments and staff who regularly interact with veterans.
- Provide information about veteran services, military education benefits and financial resources, scholarships, and veteran and family support activities.
- Provide training for campus staff related to veteran issues and concerns.
- Obtain feedback from veterans and work to remove barriers to services.
- Provide veteran-friendly policies and procedures.
- Organize and provide training on veterans issues.
- Meet with guard units and their families prior to deployment and provide information about education benefits they earn while deployed.

State Agency Human Resource and Labor Relations Staff

[State agency human resources and labor relations staff](#) must be knowledgeable about applicable veteran laws to ensure agency compliance. This includes laws related to veterans' preference, noncompetitive appointments of certain disabled veterans, veterans' preference hearings, FMLA and military personnel, and Uniformed Services Employment and Reemployment Rights Act (USERRA).

Recruitment, Partnerships, and Outreach Activities

State agencies and Minnesota State are proactive in their veteran-focused recruitment, partnerships, and outreach activities. Representatives of state agencies attend key veteran job fairs and conferences to build relationships with veteran organizations and advocates. In turn, they promote state employment to their veteran clients. The goal of these efforts is to promote the state as a veteran-friendly employer and increase employment opportunities for veterans in state government.

1. Recruitment

Below are examples of veteran-focused recruitment activities state agencies participated in throughout FY 2021. Some of these activities were adapted due to public health concerns related to the COVID-19 pandemic.

Statewide “Beyond the Yellow Ribbon” Community Events

State agencies recruit at various yellow ribbon community and reintegration events around the state. This comprehensive program connects service members and their families with community support, training, services, and resources.

Yellow Ribbon Company Seminars

The Department of Military Affairs hosts Yellow Ribbon Company Seminars to bring together human resource and hiring managers to: 1) Build relationships; 2) Share best practices; and 3) Receive updates on military support initiatives focused on veteran recruiting, hiring, and retention to provide military connected employee support. Additionally, Yellow Ribbon Community Networks (in 219 cities and 26 counties) to coordinate with local business communities on veteran hiring.

Interview Accommodations

State agencies follow the Uniformed Services Employment and Reemployment Right Act (USERRA) guidelines to provide job interviews to deployed soldiers using a variety of telecommunication tools.

The Military.com Career Expo

Military.com hosts a large job board for veterans and military-friendly employers and sponsors numerous career expos across the country giving employers and veterans an opportunity to meet face to face to discuss job opportunities.

Minnesota Veterans Career Fair

This career fair was sponsored by the Department of Military Affairs, the Department of Employment and Economic Development, and Minnesota Management and Budget. MMB partnered to ensure enterprise wide participation.

2. Partnerships

Examples of organizations state agencies work with to support veterans:

- American Gulf War Veterans Association
- American Legion
- Army National Guard
- Beyond the Yellow Ribbon
- County Serves Veteran Officers (CSVO)
- DEED Disabled Veterans Outreach Representatives
- DEED Veterans Employment Representatives
- Disabled American Veterans (DAV)
- Employment Action Centers
- Goodwill Easter Seals Military Services

- Higher Education Veterans Programs Campus Coordinators
- Local Chambers of Commerce
- Lions Club
- MN Assistance Council for Veterans (MAVC)
- MN Attorney General’s Veterans Assistance Unit
- MN Department of Military Affairs
- MN Department of Veterans Affairs
- MN Rotary Clubs
- MN VA Hospitals
- Serviceman’s Club
- Student Veterans of America (SVA)
- US Department of Veterans Affairs
- Vietnam Veterans of America
- Veterans of Foreign Wars (VFW)

3. Outreach

Helping Women Veterans Find Careers

The Minnesota Department of Employment and Economic Development Veterans Employment Representative at the Ramsey County-Work Force Center is a networking program to help female veterans in the metro area find employment. The Minnesota Department of Veterans Affairs and the Minneapolis American Indian Center are working together to assist female veterans in navigating programs and services available to them.

Minnesota Assistance Council for Veterans

The Minnesota Assistance Council for Veterans (MACV) is a nonprofit organization that assists veterans experiencing homelessness or other life crises with transitional and permanent housing. They work with the Department of Corrections’ Sentencing to Serve Program, a program that allows carefully selected non-violent offenders to work on community improvement projects. The Sentencing to Serve crews assist with lawn care and snow shoveling at resident housing for veterans and their families in both the Twin Cities and Duluth areas.

Minnesota Department of Military Affairs

The Director of Military Outreach from Military Affairs and the Beyond the Yellow Ribbon Deployment Cycle Support Team partner on the following initiatives:

- Identify and track unemployed veterans and connect them with local, state, and federal resources to assist the veteran with employment.
- Share best practices of veteran recruitment strategies with employers.
- Connect veterans with higher education resources.
- Provide training to veterans in resume writing, interviewing, and networking.
- Promote the use of Workforce Centers and Veteran Employment Representatives.

Targeted Veteran Advertising

Agencies report advertising job vacancies with a variety of different job boards, websites, and organizations. State agencies advertise their job announcements at the following events and venues including, but not limited to:

- [AbillityLinks](#)
- [County Veteran Service Officer \(CVSO\)](#)
- [Career One Stop](#)
- [Disabled American Veterans \(DAV\)](#)
- [Minnesota Department of Employment and Economic Development](#)
- [Disabled Veterans Rest Camp](#)
- [Duluth Veteran Center](#)
- [Employer Support of the Guard and Reserve](#)
- [Employment Action Center \(EAC\)](#)
- [GI Jobs Magazine](#)
- [Goodwill Easter Seals Military Services](#)
- [JobsinMinneapolis.com](#)
- [Military.com](#)
- [MilitaryVetJobs.com](#)
- [MinnesotaDiversity.com](#)
- [MinnesotaJobs.com](#)
- [MinnesotaWorks.net](#)
- [MN Assistance Council for Veterans](#)
- [MN Army and Air National Guard](#)
- [MN Department of Veterans Affairs \(MDVA\)](#)
- [Minnesota Department of Veterans Affairs Higher Education Resource Centers](#)
- [Minnesota State CAREERwise Education](#)
- [Navy and Marine Reserves](#)
- [National Association of Veterans Upward Bound \(NAVUB\)](#)
- [Northland College Military Veteran Services](#)
- [Veteran Journal Magazine](#)
- [Veterans of Foreign Wars \(VFW\)](#)
- [US Department of Veterans Affairs](#)
- [Wounded Warriors](#)
- [Minnesota Department of Education Veteran Resources for Military Families](#)

Retention, Reintegration Support, and Training

Retention

The Department of Human Services has an active veterans Employee Resource Group (ERG) comprised of over fifty members. This veterans ERG is a group of employed veterans who meet with the purpose of supporting one another and advancing the mission, values, and goals of DHS. Currently, this group partners with the Veterans Administration to help develop and implement training, resources, and benefits.

Reintegration Support

Reintegration support is a key factor in successfully returning veterans to work. Comprehensive reintegration programs provide a supportive environment which encourages the veteran to remain employed. It is also important for deployed employees to know they are remembered and supported while on active duty.

Typical agency support activities include the following:

- Pre-deployment:
 - Meet with the employees to discuss how the agency can best stay connected with them and their families.
 - Ask the employee to designate a representative who can legally interact with the state agency on their behalf.
 - Discuss benefits, human resources policies, leave time, etc.
 - Provide FMLA training.
- During deployment:
 - Guide deployed employees throughout the reintegration process.
 - Hold positions for deployed employees.
 - Encourage employees to return to their positions after deployment.
 - Ensure agency employees informed about their deployed co-workers using agency newsletter and intranet sites when given privacy authorization.
- Post-deployment:
 - Conduct “Welcome Back” recognition events for deployed employees upon return.
 - Give appreciation awards for special recognition to veteran employees.
 - Develop individualized soldier return to work plans or supplementary training for smooth transition back to work.
 - Grant additional time off for reintegration, if requested.
 - Provide information and resources about Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI) and other related programs such as the Employee Assistance Program (EAP) to both supervisors and returning veterans.

Training

Some state agencies provide and participate in training to ensure that managers, supervisors, and state employees are knowledgeable, in compliance with applicable veteran laws, and using best practices for supporting veterans in the workplace.

Training offered by state agencies for their employees includes the following topics:

- Reintegration training for leadership staff and the returning deployed employees regarding smooth transitions back into the civilian workforce.
- Uniformed Services Employment and Reemployment Act (USERRA) training to outline the responsibilities of the employer and the rights and benefits awarded to veteran employees. For this

reporting period, the Department of Natural Resources and Department of Transportation partnered to host a series of trainings for hiring managers and supervisors.

- Specific applications of the Family Medical Leave Act (FMLA) to deployed state employees and military family members.
- Recently Separated Veteran Interview Law.
- Noncompetitive Appointment of Certain Disabled veterans and Veteran Preference Act Training.
- DNR supervisor training resources available on the agency's intranet. Topics range from sensitivity to matters related to the combat zone, family adjustment, crisis intervention, and substance abuse.
- MnDOT's "*We all Serve Fort Minnesota*" training video.
- Resilience, Risk Reduction, and Suicide Prevention (R3SP).
- Post-traumatic stress disorder, traumatic brain injury, and suicide prevention sessions for veteran counselors and coordinators at Minnesota State campuses.
- Military Discharge Upgrades training.
- The Department of Veterans Affairs, the Department of Employment and Economic Development (DEED), and the Department of Military Affairs, and the Department of Labor offer the *Leaders in Veterans Employment* training for HR directors, staff, and hiring managers on the value of hiring veterans.
- Agency recruiters who are responsible for finding talent to fill state positions have dedicated certain Statewide Recruiters Meetings to discuss veteran hiring strategies.

Veteran-Focused Days of Recognition

State agencies observe and recognize veterans' contributions on the following designated days each year:

Veterans Day

Each November 11, state and federal offices hold events honoring the service, sacrifice, and bravery of the veterans who have served and sacrificed to protect the freedoms we all enjoy.

POW/MIA Recognition Day

The third Friday of September is the day set aside for Minnesota's recognition of the courage and sacrifices of the state's POW/MIA and their families.

Veterans Suicide Awareness Day

Minnesota observes Veterans Suicide Awareness Day the first Saturday of October to increase visibility and awareness of suicide among our veteran population.

American Allies Day

June 30th of each year honors foreign-born individuals who have fought alongside the United States Armed forces in military conflicts around the world.

Hmong Special Guerilla Units Remembrance Day

May 14 of each year honors Southeast Asians Americans and their allies who served, suffered, scarified, or died in the Secret War in Laos during the Vietnam War from 1961-1985.