



Creating a Best Practice for Hiring Wounded Warriors



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OPERATION IMPACT

Injured Military Pursuing Assisted Career Transition



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OUR HISTORY
Grass roots program started by one employee in 2005

OUR MISSION
To provide career transition support to military service members (and their families) who suffer from severe wounds, injuries or illnesses that were incurred while serving in military combat operations following the events of September 11, 2001.

OUTREACH
Target outreach activities for wounded warrior cohort, connecting with service wounded warrior programs, attending career fairs, and hosting workshops

OUR APPROACH
Once enrolled in the program, candidates are provided personal assistance through the recruitment process, including marketing them to hiring managers and to our NoC employer partners

OUR NETWORK
Established in 2009, the Network of Champions provide additional resources to OI candidates and opportunity to share company best practices

Our Commitment



- A personal point of contact will assist with identifying potential job placement, review applications and proactively market candidate to hiring managers, assist with resume writing, provide support and mentoring through interview stage, hiring process, and beyond

Personalized assistance through hiring process

Centralized process for providing reasonable accommodations

- Once a candidate has accepted an offer of employment, a nurse case manager from the NG medical team will conduct an assessment of job accommodations and work with the manager and Workplace Accommodations team to provide any necessary tools to help the candidate be successful

- Pre-employment includes hosting employment transition workshops intended to prepare service members for transition. Post-employment includes ensuring individuals receive a sponsor, mentor, re-deployment assistance, training, etc., as needed

Pre- and post-employment support

Eligibility for Support

Eligibility for career transition services is available to severely injured service members who meet the following criteria. If the service member meets the criteria but is unable to work, services will be provided to his/her family member. To be eligible, the service member must meet all of the following criteria:

1. Suffer from wounds, injuries or illnesses that were incurred while service in military combat operations following the events of September 11, 2001;
2. Are transitioning from active military service or are considered a newly separated veteran who has been discharged or released from active duty within 3 years or be continuously enrolled in a degree or certificate program up to 5 years after separation of service, and
3. Receive, or expect to receive, a physical disability rating of 30% or greater in at least one of the specific categories listed below that substantially affect a major life function, or receive, or expect to receive, a combined rating equal to or greater than 50% for any other combat or combat related condition:
 - Blindness/loss of vision
 - Deafness/hearing loss
 - Fatal/incurable disease
 - Loss of limb
 - Permanent disfigurement
 - Post traumatic stress
 - Severe burns
 - Spinal cord injury/paralysis
 - Traumatic brain injury
 - Any other condition requiring extensive hospitalizations or multiple surgeries

Should the wounded warrior be unable to work, program support will also be provided to a family member seeking employment. Once the wounded warrior is able to work, support will be provide to him/her.



What positions are they filling?



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- A/C Mech Structure
- Admin Assistant 2 to VP Level
- Assembler
- Avionics Technician 3 (JSTARS)
- Business Development Rep 2
- Business Process Analyst 3
- Call Center Service Rep 3
- Casual Admin Prof Non Exempt
- College Intern Technical
- Composites Worker
- Computer Support 3
- Computer Systems Architect
- Contract Administrator 2
- Contract Labor Technical
- Cyber Incident Anlyst Rspndr 2
- Cyber Info Assurance Anlyst 1
- Cyber Security Specialist (SCA Computer Operator 3)
- Engineer
- Engineer Industrial 3
- Engineer Logistics 3
- Engineer Manufacturing 2
- Engineer Planning Analyst 3
- Engineer Systems
- Engineering Technician
- Field Engineer 2
- Field Technician
- Final Assembly Inspector 2
- Flight Coordination Rep 2
- Flight Test Tech
- General Manufacturing Manager
- General Manufacturing Supervisor
- HR Assistant
- Industrial Security Analyst 3
- Info Sys Tech Analyst 2
- Laser Tech 1
- Legal Administrative Assistant 3
- Logistic Project Management 3
- Logistics Management Analyst
- Logistics Mission Command Systems Trainer
- Logistics Planner
- Logistics Support
- Property Administration Manager
- Supply Chain Manager
- Mechanical Engineer
- Mechanical Technician 2
- Mgr Business Development
- Mgr Electronics Engineering 2
- Mgr Logistics Engineering 2
- Mgr Network Communications 1
- Mgr Programs
- Mgr Systems Engineering 2
- Military Trainer (Professional Technical Non-exempt)
- Mission Command Systems Trainer-BFT
- Multimedia Designer 2
- Network Communications 2
- Network Monitoring Tech 3
- PC Applications Trainer 1
- Procurement Analyst 2
- Product Trainer 2
- Production Controller 3
- Production Planner 1
- Professional Admin Nonexempt
- Professional Tech Non-exempt
- Project Management
- Project Manager
- Project Mgmt & Planning
- Proposal Analyst
- Public Relations Rep 2
- Quality Analyst 1
- Quality Engineer
- Quality Inspector
- Records Rep
- Reg Documentation Analyst 2
- Reproduction Technician 2
- SCA Aircraft Mechanic 3
- SCA CBT Specialist/Instructor
- SCA Computer Operator V
- SCA Eng Tech 5
- SCA Laborer
- SCA Motor Vehicle Maintenance
- SCA Order Clerk 1
- SCA Supply Technician
- Security Associate
- Security Officer 2
- Shelter Software Tech and UID Tech Support
- Software Engineer 2
- Supply Chain Planning Analyst 3
- Supvr General Manufacturing 1
- TAMMS/UAS-I Field Support
- Technical Editor and Writer
- Technical Intern
- Test Conductor 2
- Trainer Production 4
- Travel Reservations Asst 2
- Union FP Automotive Worker
- Visual Cue Technician



Where are they working?

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Kuwait
Qatr

Initiatives and Activities

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Outreach

- Host pre-employment transition workshops at warrior transition units and/or military hospitals
- Serve as panel members and/or speakers at wounded warrior conferences/ meetings
- Meet with DoD, VA, and DoL leadership to promote OI program and solicit referrals

Recruitment

- Attend targeted wounded warrior career fairs
- Receive referrals from the Services' wounded warrior programs, VA, non-profit organizations, etc
- Provide OI information at employment transition workshops

Retention

- Ensure on-boarding activities include sponsor, connection with EAP, cultural awareness, and workplace accommodations
- Connect OI employees with each other

Network of Champions (NoC)

- Continue to grow the NoC with committed partners
- Provide opportunities to share best practices and involve NoC employers in outreach activities



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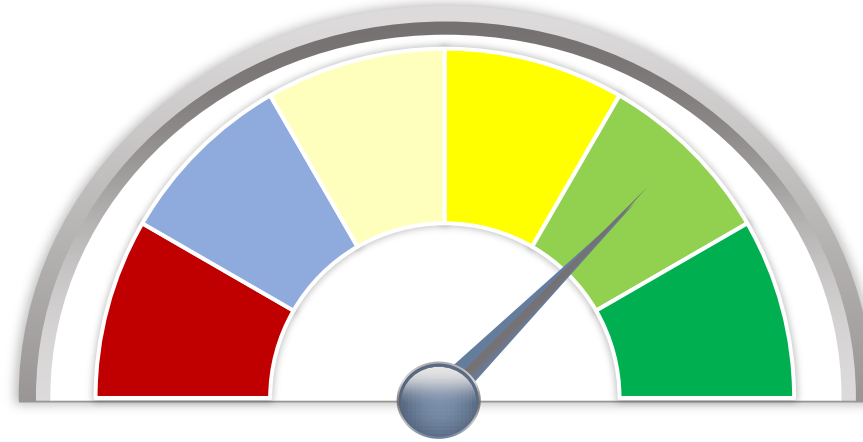


The Network of Champions (NoC) was established in May 2009 as a forum to:

- Provide wider network for employment opportunities for wounded warriors
 - Build community partnerships
 - Share information on various outreach activities
 - Leverage best practices
- **With prior written permission, Northrop Grumman will share the Operation IMPACT candidate's resume with our partnering NoC companies**
- Candidate resumes are distributed to NoC members on a regular basis
 - All candidates referred meet the eligibility criteria for OI support
 - Only resume and information regarding their skills and abilities are shared; no information on their disability is provided



Setting the stage: the needle has moved



2005

- Wounded warriors released from hospital
- Employers struggle to understand how to accommodate disabilities
- Only one military organization dedicated to supporting wounded warriors (Army DS3)

2017

- Warrior transition units across military bases support wounded warriors being medically discharged
- Many resources available for employers (and wounded warriors) to identify productivity tools
- All services have wounded warrior support programs



Lessons learned: how we're making a difference

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MYTH
It's easy to recruit wounded warriors

Reality
It takes additional effort to reach qualified candidates who are facing life changes.

MYTH
Managers understand the value of a veteran—what skills, education, experiences they bring to the workforce

Reality
Only 1% of the US population have served or have knowledge of the military. Training managers—and employees—is critical to success

MYTH
Veterans have no problem transitioning to our company culture

Reality
While NG is a defense contractor, our corporate culture is very different from what a service member is used to, i.e., time recording, casual dress, flexible work schedule, value to shareholders

MYTH
Transitioning veterans are aware of how their skills transfer to civilian employment

Reality
Not so much!! It's been our task to develop ways to educate the veteran, as well as our managers, as to how their skills fit into our needs

In summary . . .

- Through our outreach efforts, Northrop Grumman's Operation IMPACT program is considered a national industry best practice that supports a specific cohort of wounded warriors
- This is a unique diversity effort and a different level of support is needed to make the program successful
- High-touch support and a "candidate-centric" approach to identifying employment opportunities is required
- Post-employment support is critical element of success for OI employees





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