



Veteran Recruiting: Understanding the Market and Choosing the Right Model

The Veteran Hiring Challenge: Bridging the Gap

The veteran recruiting market can be difficult to understand due to a lack of education and the unique services that military recruiting firms offer. While many top companies have veteran hiring programs, more do not. This gap is partly because it's hard for talent acquisition professionals to translate military experience into corporate jobs and to show the value of hiring veterans to company leadership. This often leaves talent acquisition professionals unsure of how to begin recruiting veterans.

A Trusted Partner

For over two decades, Alliance has placed highly qualified, transitioning Junior Military Officers (JMOs) and Non-Commissioned Officers (NCOs) into key leadership and technical skill positions. We deliver expertise and know how when implementing or expanding your veteran hiring programs. This is why many Fortune 500 companies have chosen Alliance as their trusted partner in the war for veteran talent.

Our record speaks for itself.

- Over 3K placements.
- 94% retention rate.
- Countless Alum as Corporate Executives and Entrepreneurs.
- Many Alumni as current customers!

[Read about the selective nature of our program](#)

Market Characteristics

Having the right partner makes all the difference! However, knowing what questions to ask is critical in evaluating your choices. A key question is the nature of their business model? In the veteran hiring market, there are fundamentally three (3) types of business models:

1. Development
2. Placement
3. Managed Service

Although each model varies, they function using three primary characteristics: selectivity, pairing, and opportunity.

- Selectivity. Does the model leverage a process for candidate evaluation and selection?
- Pairing. Does the model leverage a process to pair or match the company's job requirements with a candidate's skills and experience?
- Opportunity. Does the model offer full-time employment to candidates?

Lets review each model under the characteristics defined.

Development

The development model trains and develops the candidate but does not provide placement services. There is often some form of a selection process, but in most cases, it is very limited. This model provides the veteran with skill acquisition, mentorship, and, in some cases, internship. Skill acquisition provides formal or informal training with a potential path to certification. A good example of a formal development model is assistance with certification in Lean Six Sigma, Project Management Professional, or Scrum Master. In many of these development models, the veteran recruiting firm will partner with companies who offer internships (pairing), but not full-time employment (opportunity). These types of internships are rare and often hyper-competitive with companies and candidates both wanting the best candidate/opportunity. The challenge with this model is the lack of availability and certainty in full time employment, especially if the veteran's end of service date is fast approaching. This complexity often results in the veteran being less engaged due to investing their resources in securing full time employment. Development models are a great alternative for companies focused on acquiring and evaluating very specific skills without necessarily offering immediate employment.

Placement

The placement model focuses on connecting veterans to available job opportunities. There is negligible screening (selection) of either the candidate or company. The objective is to maximize exposure to the job opportunity and candidate. Consequently, the company has negligible understanding of the candidate's previous performance or past experience. This often raises concerns regarding potential risk during the hiring process. Conversely, the candidate may or may not understand the nature of the work, meaning they cannot clearly see how the opportunity matches (pairing) their skillset and experience while also providing the necessary motivation for long-term success. While the placement model provides immediate full time employment, it places limited focus on proper pairing of both candidate and company. The placement model works best for companies needing to fill a large capacity and wide variety of roles immediately and consistently with acceptable risk for turnover.

Managed Service

The managed service model emphasizes all 3 characteristics. First, it is highly selective. The model selects candidates based on specific criteria, most notably performance, aptitude, and openness. This is very different from the Placement model described in the last section and somewhat similar to the Development model discussed earlier due to the element of selectivity. Second, the managed services model matches the military skillset and experience required for the unique job requirement. Additionally, it accounts for the candidate's interests, namely in the types of roles, e.g., sales, operations, engineering, etc. Determining a candidate's interest is often accomplished by providing education on the potential career alternatives.

[Read about Alliance's programs.](#)

The pairing approach is the opposite of the Placement model, and somewhat similar to the Development model due to the candidate having a particular skillset of interest. This coupling ensures that the company connects with candidates that are *both qualified and interested*. Finally, the managed services model connects companies with candidates who are ready to work, meaning they can start employment within a couple of weeks to a month after accepting an offer. Although similar to the Placement model, it is very different from the Development model due with its emphasis on readily available candidates and opportunities. A managed service model is best for companies wanting higher quality candidates for strategic initiatives, leadership development programs, or critical roles such as sales, operations, or engineering.

Summary

Each model offers a different approach by leveraging different levels of selectivity, pairing, and opportunity. As you can see, each model has different benefits and challenges. Alliance's success is built on the managed service model. As our CEO, John Todd, often states, "candidate quality fit" is the foundation of a successful veteran transition service due to providing our corporate partners with quality candidates ready to make an immediate impact in their business.

To discuss the veteran recruiting market further or take the next step as a corporate partner, please connect with our client team by clicking on this link.

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