

# Veteran employee mentoring and career development

## Why is it important to provide mentoring and career development for veteran employees?

Mentoring is an effective way to provide support and networking opportunities for veterans entering civilian employment.

Opportunities for career development are an important contributor to veteran job satisfaction.

Mentoring and career development can increase employee retention rates, improve job fit and upskill your workforce.



## How can I facilitate mentoring for veteran employees?

### Establish an informal mentoring culture

Informal mentoring involves fostering an environment in which mentoring relationships can develop naturally between new and established employees.

To facilitate informal mentoring, you might consider:

- scheduling social activities to welcome new veteran employees
- establishing an internal veterans' group
- encouraging networking and peer-to-peer support among staff in your organisation.

### Develop a formal mentoring program

A formal mentoring program is more structured in how it facilitates mentoring relationships.

A formal mentoring program should:

- clearly outline the purpose of mentoring
- identify employees who can best support veteran employees' mentoring needs
- establish formal mentoring protocols, such as formally putting mentors and mentees in contact, developing a structure for meetings and holding mentoring events.



Veterans may benefit from being mentored by another veteran, a non-veteran or, in some circumstances, both.

### **Establish an internal group or network for veteran employees**

A veterans' group or network provides an opportunity for your veteran employees to network, socialise and exchange support.

A veterans' group could:

- be sponsored by executive leadership within your organisation
- be provided with appropriate resources and time to engage employees in its activities
- assist in developing your organisation's veteran events, initiatives and policies.

A veterans' group may also include non-veteran employees who support veterans in the workplace.



## **How can I support the career development of veteran employees?**

### **Provide opportunities for career development**

Career development opportunities should be communicated early and throughout a veteran's employment.

By understanding the breadth of an employee's skill set, you can encourage veterans to identify areas for growth and to build their civilian career based on their interests and performance over time.

To support career development, consider:

- supporting veteran employees to attend professional events
- including career support as a focus of mentoring programs or supervision
- developing an in-house development program
- sponsoring veteran staff to complete external development programs and professional certifications.

### **Support veteran employees to undertake further education and training**

To support education and training opportunities for veterans, you can:

- identify and facilitate opportunities for veteran employees to implement learning within the workplace
- providing on or off-the job training to veterans to fill any gaps in their technical skills (in-house training or subsidise/fund external education and training)
- provide flexible work arrangements to enable veterans to undertake education
- ensure that learning and development opportunities are ongoing.

