

NVTI Podcast Series

LVER Staff Skills Refresher

E#4 | April 12, 2021

[Upbeat intro music plays]

NARRATOR: Welcome to the National Veterans' Training Institute Podcast Series, where we discuss employment challenges and other pressing issues affecting today's veterans.

[Music continues and fades out]

Greg Davis: Hi, everyone. Welcome to the local Veterans Employment Representative, or LVER, skills podcast. My name is Greg Davis, and I'm a trainer with NVTI. And I teach several of the online and classroom courses, including the 9606 LVER core competency development course.

You know, one of the great things about the LVER courses is the sharing aspect of it. There is no way anyone can possibly be aware of all the important resources, links, and tools available to the LVERs working at the AJCs. So, the classroom in many ways is the best way to share this information. This podcast is intended to help provide some of that information on what it takes to be successful as an LVER. So, let's start with a little background of the LVER position. The position was put into effect way back in the 1930s. During the Great Depression, the congressional reps from Congress, Robert Wagner, and Theodore Pizer, Wagner-Pizer, established the first public employment office to assist individuals in their employment needs. At each state office was a veteran's representative who gave the veteran special preference, and their focus was to assist the veterans in looking for work. The role was then established into law with Title 38, Chapter 41. And as you know, with VPL 314 and subsequent VPLs, the role has been more refined in working with businesses, organizations, apprenticeship programs, and so much more. And the toolbox of helpful resources has expanded greatly. In this podcast, we'll dive a little deeper into the role of the LVER.

But before we do that, let's introduce today's speakers. We have Randall "Bud" Coon, who is from Ponca City, Oklahoma. He has worked with the state of Oklahoma for eight years, which includes six years as an LVER and two years as a Disabled Veterans Outreach Program Specialist. In addition to that, he is a retired US Air Force veteran of 20 years. We're also joined by Michael James. Mr. James is retired from the US Air Force after serving 24 years. He joined the Office of Veterans Employment Services in Milwaukee, Wisconsin, nine years ago, first serving as a DVOP Specialist, and then as an LVER. Ed Dupass, retired career counselor for the US Army, has worked as an LVER

NVTI Podcast Series

LVER Staff Skills Refresher

in Northern Virginia for five and a half years. And finally, we have Raymond Clay. Mr. Clay served three years in the US Army Intelligence and comes to us with 12 years' experience as an LVER. He currently works with the Kansas Department of Commerce, Johnson County, Kansas. Welcome and thank you all for being here with us today.

Okay, first, I'd like to ask some questions to help bring focus on what exactly an LVER is, and who they work with. So, how would you all describe in general terms the overall role and purpose of the LVER position when working with an employer. Basically, what does the LVER do? Let's start with Randall. Randall, what do you think?

Randall Coon: Thank you, sir. LVERs promote the advantages of hiring veterans to employers, employer associations, and business groups. They also advocate for all veterans served by the AJC with business, industry, and other community-based organizations by doing a wide range of activities. They participate in appropriate activities such as planning and participating in job and career fairs. Another important thing they do is conduct employer outreach. In conjunction with employers, they conduct job search and workshops and establish job search groups. LVERs coordinate with unions and apprenticeship programs, and business or business organizations to promote and secure employment and training for programs for veterans. They inform federal contractors of the process of recruiting qualified veterans, and they also promote credential and license opportunities for veterans.

Greg Davis: Thank you, Randall. Michael, what do you think?

Michael James: We're also responsible for building relationships with the DVOPS and other AJC staff who assist veterans. As a LVER, we conduct coordinated conferences with the DVOPS and the veterans to get a better understanding of the veteran's desires and interests and experience for employment. We work collaboratively as a team to help the veteran have success in getting an interview and a job offer, but most importantly, is getting into a position that they have a passion for and will be able to have a career and make a livable wage.

Greg Davis: Thank you, Michael. Edward, what do you think? What does the LVER do?

NVTI Podcast Series

LVER Staff Skills Refresher

Edward Dupass: I mean, I look at it as the LVER having two sets of customers, the businesses that are looking to find better ways to attract and retain veteran employees and educating those who serve as veterans with the latest in regulatory guidance, as well as trends and changes in the local community regarding veteran employment.

Greg Davis: Thank you, Edward. I'm gonna ask Raymond this one. Raymond, how do LVERs help the American Job Centers, or AJCs, increase capacity?

Raymond Clay: Well, Greg, every week, we're going out there in the business community, making new employee contacts and revisiting our present employer customers, developing, discovering, and generating jobs for our veteran customers, informing federal contractors of the process to recruit qualified veterans, and promoting credentialing, licensing, job-driven training and apprenticeship opportunities for veterans. As needed, we contact employers to solicit job openings when suitable openings are not available in the workforce center, not in plenteous or sufficient numbers. And we may encourage our employer customers to create a job for certain veterans or veterans with exceptionally impressive or related credentials, certain specialized education, or experience which could benefit the employer.

Greg Davis: Thank you, Raymond. Michael, same question. How do LVERs help the AJCs increase capacity?

Michael James: Sure. You know, as a LVER, we work with the AJC staff to develop presentations so the staff can provide appropriate priority of service to veterans. I also conduct training sessions with the AJC staff so they understand what questions to ask a veteran to determine their eligibility for services with a DVOP. We do this by, right, by providing training both in a group setting and one-on-one with the staff a new hires. We have also developed pre-screening forms that the staff can use to make it easier for them to decide what services the veterans may need. We also have dedicated computers in the resource rooms for the veterans to use first. This helps the veteran to have a better feeling of how they are taken care of, and typically we always make sure the veteran has one-on-one service with the AJC staff. As a LVER, I visit the AJCs weekly to talk to the staff and get a better understanding of what is working and not working for the staff providing services to the veterans. I also talk with the supervisors in the AJC to make sure they have the latest materials from the Office of Veteran

NVTI Podcast Series

LVER Staff Skills Refresher

Employment Services. I go over things that DOL may be looking for in their audits and visits in the future. This helps AJC staff be better prepared and give them a better feeling that we are all a team.

Greg Davis: Thank you, Michael. Randall. How about you?

Randall Coon: Yes. As LVERs, we also educate our AJC partner staffs with current employment initiatives and programs for veterans in each of our AJCs within the LVER's territory.

Greg Davis: Thank you, Randall. All right, gentlemen, I'd like to pivot from describing the LVER's broad mission and day-to-day tasks to discussing critical skills needed for LVERs when it comes to working with different individuals and organizations. So, I'm gonna go around and ask each of you a slightly different angle on this. First, Randall. What are the most critical skills when it comes to working with businesses?

Randall Coon: As a LVER we play an important role in assisting with the development of service delivery strategies for our veterans in their assigned AJCs as well as educating all of our AJC partner staff with current employment initiatives and programs for the veterans in each of our AJCs within the LVER's territory. This means you have to really know your territory and your partners' relationship. You have to stay educated around employment initiatives and programs, and you have to be able to have informed conversations with your partners.

Greg Davis: All right, Michael, I want to ask more about interpersonal skills when it comes to working with your clientele. What skills do you need to bring to the table to best work with clients?

Michael James: Listening is so important, including being able to read the nonverbal communication. The veteran and business both have to know you have their best interests at heart. You have to be genuine.

NVTI Podcast Series

LVER Staff Skills Refresher

Greg Davis: And for you, Edward, I want to ask more about individuals. So, what skills do you need to bring to the table to best work with clients?

Edward Dupass: Well, Greg, when working with individuals, you have to be able to translate the military mindset to a civilian mindset. It's more than just saying that veterans work harder, and veterans are loyal. The fact is, sometimes veterans are more skilled than their credentials let on. And, you have to show the business that as well as helping your Disabled Veteran Outreach Specialists show the veteran how to express that they have the necessary skills.

Greg Davis: Great point, Edward, thank you. Raymond, same question. What skills do you think are essential for working with clients?

Raymond Clay: Certainly listening more than, than you talk is one of the most universally essential skills when working with businesses or individuals. But for individuals, if we're in consolidated positions and working with veterans, it's also useful to have the ability to bring out the best in others; skills. Empathy. Let them know you genuinely care about them, and want them to succeed; that we have a vested interest in their success. Patience, but firmness. The ability to coach on career issues and flexibility and adaptability skills. A strong orientation to initiative and strong orientation to achieving goals skills.

Greg Davis: Excellent, thank you, Raymond. And you know, and let's stay with you. So, Raymond, you, you've mentioned working with the businesses. What is your overall purpose in working with the businesses? So, what do you do for them?

Raymond Clay: My overall purpose in working with employers is to conduct employee outreach and job placement activities in advocating for veteran hiring, and helping that business become successful in using the qualified veteran candidates referred to them, providing low cost or very high-value services and resources contributing to the

NVTI Podcast Series

LVER Staff Skills Refresher

employer's bottom line, and remaining a profitable and prosperous economically contributing entity in my state of Kansas.

Greg Davis: Good point. Thank you, Raymond. It seems like you need to understand the businesses near you pretty well to do that. So, this is a question for any or all of you. What kind of familiarity with company hiring practices do LVERs need? How can you assist a business with this?

Edward Dupass: Greg, let me, let me answer that question. We need to become an extension of their Human Resource departments. We've got to know the details of what a person must go through in order to get employed by that organization. Okay, from how long do background checks take? Or, what types of interviews are going to be used during the whole process?

Greg Davis: Thank you, Edward. Same question, Michael. When it comes to the company hiring practices, how do you assist a business with that?

Michael James: Also, LVERs need to know the company's turnover rate. And if it's high, find out why the company has such a high turnover rate. Like Ed said, you need to know the hiring process: what is required, how many interviews the veteran will do, how long before the offer is made, and when they will start. You need to know pay and hours to work. The LVER also needs to know the skills and experience a veteran must have and if that company is willing to train.

Greg Davis: You bet, a lot of good background that they need to know. Raymond, how about you?

Raymond Clay: Well, LVERs need to keep veteran job seekers, team DVOPs, the AJC Business Services team, training providers, referral partner agencies, and other partner stakeholders apprised of businesses' hiring practices, inviting employer representatives

NVTI Podcast Series

LVER Staff Skills Refresher

to the AJC to present employer information sessions and employer information flyers proves invaluable here.

Greg Davis: Thank you, Raymond. So, it sounds like LVERs need to know the businesses in their area well. So, let's delve further into how LVERs can get that knowledge. So, how can LVERs learn about recruiting needs in their localities? Are there any general recruiting needs that would apply everywhere? Or is the hiring process inherently local? What do you think Michael?

Michael James: As a LVER we can review the labor market information, or LMI, to see what typical pay in the local areas by specialty. As a LVER, even though you may have thousands of companies in your area, pay and hiring is driven by the company's need, in what they have in the budget for positions. The best way for a LVER to learn about a company's needs is to engage with the company and ask open-ended questions. It is always better to go directly to the source, and the Human Resource person or the hiring manager will be able to provide those details as needed.

Greg Davis: Let me ask Randall the same question. How can LVERs learn about recruiting needs in their localities? Randall?

Randall Coon: A LVER should also create a relationship with local businesses and Chamber of Commerce. If they attend local meetings, participating in career days with businesses, and maintaining a biweekly communication with businesses, the recruiting needs are universal.

Greg Davis: Good point, Randall. That makes sense. And Raymond, anything you'd like to add?

Randall Coon: By routinely conducting employer outreach meetings and employer job listings and postings on websites like Kansasworks.com, or your state job bank, by coordinating with unions, apprenticeship programs, businesses and business

NVTI Podcast Series

LVER Staff Skills Refresher

organizations. And by attending Mid-America Regional Council, a very influential local organization. We have such a diverse economy here in the Greater Kansas City area that there are general recruiting needs, but there are very specialized industries also including automotive, manufacturing, technology, healthcare, warehouse, financial industry, agricultural specialty manufacturing, etc. And thusly, recruiting needs are also inherently local.

Greg Davis: Would you describe for us how DVOP Specialists connect veterans to LVERs to guide the recruitment of businesses to hire veterans? You know, what is the role of the Local Veterans Employment Representative when it comes to providing businesses with qualified candidates? What is their piece of the puzzle within that system? Let me start with Ray. Ray, what do you think?

Raymond Clay: DVOPs are responsible for outreach efforts to veterans and they focus on preparing veterans to become job-ready. Once the veteran becomes job-ready the DVOP makes a referral to the LVER, noting the veteran's employment goal, education level, knowledge, skills and abilities, minimum pay desired, miles willing to travel for work, and the veteran's significant barriers to employment, and include the veteran's resume and credentials. The simplified version is that the LVER subsequently determines which veterans being served by the AJCs are appropriate for referral to which employment opportunities. The puzzle piece is that the LVER is a connection, the conduit, the liaison between the DVOP at the AJC and the hiring employer.

Greg Davis: Good point, Raymond. Thank you. Michael, what do you think?

Michael James: Well, I think without the DVOPs building a relationship with the veteran, and understanding what barriers the veteran has, the LVER would not be able to do our job when it comes to developing employment opportunities for the veteran.

Greg Davis: Good point, Michael. Thank you. Edward, what do you think?



NVTI Podcast Series

LVER Staff Skills Refresher

Edward Dupass: Well, that's right. Constant communication with the DVOPs regarding their active cases, it's critical. In many instances, we don't have that connection, or bond that the DVOP has with an individual client. So we use that bond they have created and the information they've shared with us to try and locate good employment fits from what we learn.

Greg Davis: Thank you, gentlemen. What are some good approaches to promoting the employer to the benefits of hiring veterans? How has the Hire Vets Medallion Program, or HVMP, helped in this area? Let me let me ask Randall, what do you think?

Randall Coon: Well, it's a good idea to organize a meeting with your business Human Resource departments or management teams. Conduct the meeting with handouts explaining the value to hiring veterans with specialized training, experience, leadership, and consistency in providing top-notch performance. You can point to the prior HVMP Awards winners as the highlight, and how veterans' hiring has a positive impact in their businesses, as well as point to the value that winning the award brings in terms of recruitment.

Greg Davis: Thank you, Randall. Michael, what do you think?

Michael James: Well, I think that's so true. I highlight the veteran's adaptability. If a business is willing to train most veterans, they can learn, they can learn anything. Veterans typically are not looking for a job. They're looking for a home, a place they feel they can make a difference. They are normally loyal and dedicated, and in many cases, they won't job hop. I sell the fact that the United States of America can count on the veteran. Their company can count on the veteran. This, the military is the largest and most diverse employer in the United States.

Greg Davis: Oh, good point, Michael. Absolutely. Edward, would you like to add to that?

NVTI Podcast Series

LVER Staff Skills Refresher

Edward Dupass: Yeah. You know, many employers just don't know how their companies can benefit from veteran employment, both in terms of government programs like in the form of tax incentives, or even the recognition, like the Department of Labor's Hire Vets Medallion Program for the hiring and retention of veterans. Educating these employers is absolutely critical.

Greg Davis: It really is, Edward. Thank you. Raymond, what do you think anything you'd like to add to that?

Raymond Clay: Well, doing my initial employer outreach meeting presentation, I share a persuasive "10 Reasons to Hire a Veteran" information piece, which has proven to be very effective. I bring the employer's attention to the veterans link KANVET.org, which has bountiful veterans information, and utilize the WOTC, that is, the Work Opportunity Tax Credit, strategy program to make employers aware they may be eligible for up to a \$9,600 tax credit for hiring certain veterans and other qualified persons. A brief discussion of employers' past success in hiring and retaining veterans has been a no-brainer in promoting the benefits of hiring veterans. Whatever your state and region as a LVER, we need to learn the many national, state, and local benefits available to employers who hire veterans.

Greg Davis: Good, good point. Thank you, Raymond. Thank you, everyone. So frequently, the AJC is looking for win-win situations. We want to connect veterans with jobs. But we also want businesses to see the AJCs as a resource. So given that, what type of services can the AJC offer businesses? How can businesses benefit from using the AJC? Randall, what do you think?

Randall Coon: Well, the AJC can assist businesses with uploading job orders. Now the AJC will not write the job order but provide technical assistance. We can allow businesses to provide weekly vacancy listings and the AJC can provide qualified referrals. Businesses will receive these services without any fees or charges.

Greg Davis: Good, Randall, and things they probably don't even realize. So, Raymond, what about you? How can businesses benefit from using AJCs?

NVTI Podcast Series

LVER Staff Skills Refresher

Raymond Clay: The AJC offers businesses no-cost but very high-value recruiting, hiring, training, assessment, and grant-funded registered apprenticeship and on the job training, OJT, services and resources. Businesses can benefit from using the AJC as a valuable partner that the business does not otherwise have budgeted for. We can play a significant role in helping them manage their talent lifecycle. AJC business representatives are responsible or available to assist with free online job postings plus direct assistance with candidate recruitment, screening, assessment, funded OJT, and other specialized programs and services.

Greg Davis: Excellent, Raymond, and probably things that businesses don't even know that exist out there. That's awesome. Michael, what are your thoughts?

Michael James: Well, I think the AJC has the Job Center of Wisconsin job board that many companies can post their jobs at no cost, and this can expand the company's candidate pool. The AJC job boards also allow companies to reserve positions for veterans to review first. If a company wants to see what is going on with our economy, they can go on the AJC and the Job Center of Wisconsin's job board and review that. We have an economist who can talk to the company and give a better outlook on the future for jobs. And the AJC can also provide on-site job fairs, hosting those job fairs at the companies or at the AJC location. This will allow companies to come into the job centers, meet with candidates who are ready to work. The AJC can help with marketing of the companies who are hiring and promote those job opportunities to the public.

Greg Davis: Good, excellent. Thank you, Michael. And you know, let's stick with the kind of the AJC theme and roll into the, your role as a Business Service Team or BST. So, I'm going to start with Randall. Randall, what is your role as the part of the Business Service Team? And what do you do for that team? In other words, what is your purpose within the Business Service Team?

Randall Coon: Thank you, Greg. As a team member, I represent the state workforce delivery system and not only promote veteran services, I promote a total package: one team, one fight.



NVTI Podcast Series

LVER Staff Skills Refresher

Greg Davis: I like that. I like that a lot. Thank you, Randall. Edward, what do you think?

Edward Dupass: Yeah, the Business Service Team. It's my primary conduit to share information regarding changes in the partner programs, connecting with new employers, and sharing best practices. Now as the subject matter expert regarding veteran employment, I keep the partners informed of service delivery and changes, much like what has happened during the past year during this pandemic. You know, switching from an in-person model to a hybrid model using technology and virtual platforms.

Greg Davis: Oh, good, excellent, Edward. Thank you. Raymond, let me ask you the same question, what is your purpose as an LVER with the Business Service Team?

Raymond Clay: I serve as a Region 3 BST LVER representative for each of the three Region 3 AJCs in my area, and I play an important role in assisting with the development of the service delivery strategies for veterans in the assigned AJC, as well as providing training and technical assistance to AJC staff and stakeholders regarding veteran issues and concerns, and educating the, all AJCs' partner staff with current employment initiatives and programs for veterans. I participate in and contribute to each of the monthly BST meetings and update the team on veteran matters.

Greg Davis: Good, thank you, Raymond. And let's go ahead and, Michael, anything you'd like to add to that?

Michael James: Sure. The Business Services Team promotes the resources and services; the AJC provides companies and candidates. As a LVER in the BST, work collaboratively together to develop relationships with the community and the companies. We share employment opportunities and candidates; the Business Service Team works to make a win-win for all parties involved.

NVTI Podcast Series

LVER Staff Skills Refresher

Greg Davis: Excellent. Thank you, Michael. This is awesome. So, let's shift gears just a little bit. Tell me about the relationship you have established with a business. What are some of the strategies in creating a long-term relationship between the AJC and businesses? So, let me start with Edward, what do you think?

Edward Dupass: Well, here's one thing, I have a relationship with a security firm that can process first-time security clearances. Now, in my area, many of our veterans they want to get into the federal government or in government contracting. So, these areas, they traditionally want people who already possess these clearances, whether a secret, top secret. So, while working for this security company, while their clearance is being established, they can work a job that understands once that clearance becomes final, they may move on. But it's only because it's understood that it can take maybe up to two years to process that final clearance. So what happens is, now that company has an employee, and the veteran can continue working towards their final employment goal.

Greg Davis: That's a great story, Edward, thank you. Raymond, how about you? What do you think?

Raymond Clay: Well, my favorite success story began during the first year of my employment as a LVER and continues to this day. I'll let my veteran client summarize his story in his own words. The following is a quote.

“I walked into the Workforce Center as a veteran job seeker in 2009, where I gained new tools to succeed. I was subsequently hired, earning \$49,000 per year. Now in 2016, I own a thriving business and have 25 employees. I work hand-in-hand with the Workforce Center and Ray, the Veterans Employment representative, that also assists other veterans to gain the skills needed to grow my business into the best commercial transportation company in the Midwest. I constantly seek veterans because I know that they already have the tools to succeed. Over the years, I've helped other veterans who were in my position. If a veteran is willing to go through the steps and do the work, there is no way that they cannot be successful.” Vice President, Freedom Transportation Inc.

His wife, by the way, is president of that company, and it's a veteran-owned, and a woman-owned enterprise. Now this veteran has subsequently been recognized for his success in business periodicals and trade groups, has given his testimonial before the local Kansas workforce board of directors and the Kansas Department of Commerce filmed a testimonial video of his company on behalf of the Kansas workforce partnership.

NVTI Podcast Series

LVER Staff Skills Refresher

Some of the strategies I continue to use and create a long-term relationship between the AJC and business include, of course, the US Department of Labor Jobs for Veterans State Grant, JVSG, program, providing funds to states to exclusively serve eligible veterans as defined in 38 U.S.C. 4104(4) and 4211(4). I'm in Kansas, so strategies I've used include using the KANVET Hire a Veteran Pledge Program. In general terms, this pledge program is very similar to the national HIRE VETS Medallion Program. Making use of these programs to ensure employers who support veterans are afforded special recognition is a huge step. I also use grant-funded programs for work-based learning and on-the-job training. Those programs include certification skill assessments; Registered Apprenticeship Programs; the Work Opportunity Tax Credit; the Federal Bonding Program; On the Job Training Program under the Workforce Innovation Fund Grant. I work with the Department of Commerce and make use of the Workforce Innovation and Opportunity Act, WIOA, and the Disability Employment Initiative, DEI, as well as use other state and regional resources like Kansas industrial training, KIT; Kansas Industrial Retraining, KIR; Kansas income worker training program; and the Kansas Health Profession Opportunity Project, KHPOP. You really want to be sure you know your resources at the national, regional, state, and local level to make the most of veteran services.

Greg Davis: Excellent programs, Raymond. Thank you for sharing with that. Let's shift gears just a little bit here and talk about opportunities and resources to further develop skills for an LVER. So, let me ask the question. First, Michael. So, Michael, what advice would you give a new LVER looking to develop, improve upon, or enhance essential skills even further?

Michael James: I'd say I'd let the new LVER know that NVTI and their courses will help as a LVER enhance their skills, they already, they already have. Look to see which LVERs have been selected as LVER of the Year for the nation or by service organizations, then reach out to those LVERs in other locations and pick their brains. The best way to learn is by asking questions and learning from others who have had great success. NVTI has great people and can provide additional resources to learn both formally and informally.

Greg Davis: Excellent, Michael, thank you. Randall, how about you? What do you think?



NVTI Podcast Series

LVER Staff Skills Refresher

Randall Coon: Well, my advice would be does it develop a cohesive team. You need to lean on your counterparts and have an open mind. Enroll in resume training, attend free local technology training involving hiring programs, and get involved with the local Society of Human Resource Management organizations.

Greg Davis: Thank you, Randall. Edward?

Edward Dupass: Well, I would say you would need to learn more about recruiting and HR practices, especially when it comes to classification and qualification. It's going to shorten the back and forth between you and the employer when recommending candidates for positions.

Greg Davis: Good, and Raymond, same question. What would you suggest of ways to enhance skills even further?

Raymond Clay: Take advantage of NVTI training, certifications, and resources. Attend veteran and other specialized training sponsored by partner agencies and other stakeholders. Lunch and learn sessions. Chamber of Commerce roundtable, topical presentations, and discussion sessions. Joint training conferences with other states' workforce agencies. Monthly JVSG team special topic presentations training and other groups or agencies, subject matter podcasts, etc.

Greg Davis: Good suggestions. Thank you. That just about wraps up our discussion for today. But before we go, I do have one last question. What other resources would you all like to share, such as strategies, suggestions, anything else you would like to add that we didn't cover. Randall, let me start with you.

Randall Coon: Working closely with your economic development boards and your chamber of commerce is crucial.



NVTI Podcast Series

LVER Staff Skills Refresher

Greg Davis: Good point, yes. We need to keep those in mind as well. Michael, how about you?

Michael James: Well, I think most things are covered. I know not everything can be taught. A LVER and a DVOP are always learning. You can get some things by formal training, but every time you meet with an employer or a veteran, you will have a different experience. You must be able to adapt your strategies and approaches. The LVER can talk to two companies who produce the same product, but each company has a different philosophy or approach to hiring people in general. So as for a LVER, every time you meet with a company, it is a brand-new experience. There are different people with different backgrounds, and you must be able to adapt in the way you communicate with them. The DVOP is in the same situation every time they meet with a veteran, they come from a different background. Even if they have two veterans with the same barriers, they will have to approach both differently and develop an IEP which is different for each. Both the LVER and the DVOP must be, must remember that no day or hour will ever be the same. And when you're working with people, they must be able to embrace the opportunities to help others.

Greg Davis: Thank you, Michael. Raymond, any final thoughts?

Raymond Clay: Well, utilize your AJC Business Services Team if you're as fortunate as I am to have one, as well as your workforce partnership team. We have highly talented, knowledgeable, and skilled team members who are anxious to share their expertise. Train them on your JVSG programs and let them educate you on their programs. I'm fortunate to have a very positive and fun upline management team with the can-do attitude and demeanor who works hard and cares about those we serve. They help make the job fun and achievable. I brag on them. Encourage somebody every day. It's amazing how encouraged you will be or become. Thank you for this opportunity.

Greg Davis: Thank you all so much for coming by and speaking with us today. And thank you all for the work you do and sharing it with us. To continue the conversation, please visit the Making Careers Happen for Veterans Community of Practice.