



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

October 30, 2012

Motion 13760

Proposed No. 2012-0386.1

Sponsors Dunn, Ferguson, Lambert, Phillips,
Gossett, von Reichbauer, Hague, Patterson
and McDermott

1 A MOTION accepting a report from the human resources
2 division evaluating the feasibility of creating and
3 implementing a veterans' internship program in King
4 County, as required in Motion 13661.

5 WHEREAS, the King County council in Motion 13661, required the adoption by
6 motion of a report where the human resources division evaluated the feasibility of
7 creating and implementing a veterans' internship program in King County, and

8 WHEREAS, the executive has transmitted to the council with this motion the
9 required report, and

10 WHEREAS, the report provides:

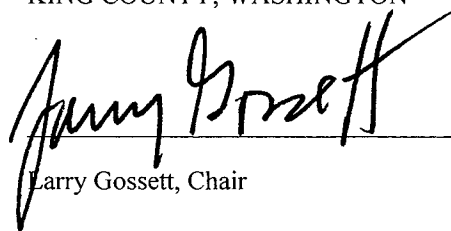
- 11 1. A review and evaluation of existing county policies and practices impacting
12 veterans, and makes recommendations on the establishment of paid and unpaid veterans'
13 internship programs;
- 14 2. An evaluation of how paid and unpaid veterans' internship programs would
15 facilitate greater access and remove barriers to King County jobs for veterans;
- 16 3. A recommended implementation schedule;
- 17 4. An estimate of the costs of the program and identification of potential
18 funding sources for paid programs;

19 5. An analysis of existing programs within other jurisdictions; and
20 6. Proposed legislation necessary to implement an internship program;
21 NOW, THEREFORE, BE IT MOVED by the Council of King County:
22 The report evaluating the feasibility of creating and implementing a veterans'
23 internship program in King County as required by Motion 13661, which is Attachment A
24 to this motion, is hereby accepted.
25

Motion 13760 was introduced on 9/24/2012 and passed by the Metropolitan King County Council on 10/29/2012, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Patterson, Ms. Lambert, Mr. Ferguson, Mr. Dunn and Mr.
McDermott
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Gossett, Chair

ATTEST:



Anne Noris, Clerk of the Council

Attachments: A. Veterans' Internship Program Feasibility Report

13760



King County Veterans' Internship Program Feasibility Report

September 2012

**Department of Executive Services &
Department of Community and Human Services**



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Executive Summary

Background

Motion 13661 requires the Human Resource Division to submit a report evaluating the feasibility of creating and implementing a veterans' internship program in King County. Specifically, the division was required to do the following as part of the report's submittal:

- Review and evaluate existing county policies and practices impacting veterans, and make recommendations on the establishment of paid and unpaid veterans' internship programs;
- Evaluate how paid and unpaid veterans' internship programs would facilitate greater access and remove barriers to King County jobs for veterans;
- Recommend an implementation schedule;
- Estimate the costs of the program and identify potential funding sources for paid programs;
- Analyze existing programs within other jurisdictions; and
- Propose legislation necessary to implement an internship program.

This report is responsive to the requirements set forth in Motion 13661, approved by the King County Council on April 23, 2012.

The return home requires today's veteran to navigate cultural differences between military and civilian life, get reacquainted with friends and family, establish a new role for themselves, manage the physical and psychological residual effects of combat, translate military skills to gain employment, and to establish self-sufficiency. Iraq/Afghanistan veterans have higher than average unemployment rates, and for veterans 18-24 years old, those rates are as high as 29%, demonstrating that veterans require assistance in the transition from military to civilian employment¹.

Findings

Staff's research showed an internship program for veterans is feasible for implementation effective December 2012, dependent on County Council passage of legislation amending existing internship language; if approved, existing staff resources within the Human Resources Division (HRD) and the King County Veterans' Program (KCVP) within the Department of Community and Human Services will be reallocated to serve in key coordination and support functions. Such a program could be called the "Heroes Employment Reintegration Opportunity (HERO) Program," and be available to veterans who meet the KCVP definition of eligible veteran.² Programs offering greater access to employment have proved successful in helping service members translate their military skills, build confidence, connect to the community and obtain gainful employment. Through research, analysis of existing veterans' internship programs, and interviews with veterans, service providers and employers, the proposed HERO Program would have the following core elements:

¹ U.S. Bureau of Labor Statistics, *Employment Situation of Veterans Summary*, <http://www.bls.gov/news.release/vet.nr0.htm> (March 2012)

² The full definition of eligible veteran is set forth in the Glossary, appended to this report as Appendix B.

1. **Paid Internships:** To maintain living stability through the transition period most veterans need to earn income to support themselves and their families. Although not precluded under existing policies or the proposed program, unpaid internships have proven to be less feasible for returning service members, who generally need immediate income. Further, federal and state wage and hour laws restrict how unpaid internships may be structured, including requiring that the work of unpaid interns may not be of immediate benefit to the employer.³ It is proposed a total of \$200,000 from the King County Veteran and Human Services Levy be used to support the veterans' internship program; these funds include matching wages for internships in King County departments, and for the staff time needed to develop this report. (See Cost Analysis section for details). Some King County departments will be able to employ interns and provide their own full funding for intern wages. The wages proposed under the program range from \$12.77 to \$16.19 (King County Range 21), which is equivalent to the military grade of E-4.
2. **Quality Work Experience:** Internship placements need to offer meaningful learning and skill development that result in the veteran's improved employability; to that end, placements should be six months in duration. Further, such work opportunities should be structured with adequate supervision, and have clearly defined work responsibilities and deliverables.
3. **Coordination and Oversight:** The program coordinator's function will be to ensure that the program includes adequate structure with clear timelines, roles and responsibilities; support department supervisors with trouble shooting; orient and train supervisors and mentors; match veterans with assignments that align with the veteran's skills and career interests; and check-in regularly with clear feedback loops. It is proposed that an existing position within the HRD assume the coordination and oversight responsibilities of the veterans' internship program effective fall, 2012, with the specific timing of program start-up dependent on the passage of necessary legislation by the County Council, as described in more detail below.
4. **Veteran Specific Support Services:** Veterans may need one-on-one case management to address their individual needs including work skills training; service linkages; mentoring; and job search assistance. It is proposed interns work 30 hours weekly for their six month placement, allowing for unpaid time during regular hours for interns to avail themselves of other services. For veterans that need case management support, it is proposed that an existing social worker position within KCVP be designated as the point person for veterans participating in the veterans' internship program. For those veteran participants outside of the KCVP eligibility criteria, a referral to an appropriate provider within the community will be made.
5. **Veteran Inclusion Employer Practices:** Employers are more successful in hiring and maintaining employment of veterans when they commit to veteran inclusion activities such as: focused recruiting efforts of veterans; highlighting veteran employees; incorporating military skills translation tools on their website; providing training to improve military cultural awareness; developing a veteran affinity group; and hosting recognition events. In King County, HRD will coordinate this work.

Implementation of a veteran's internship program requires legislation expanding King County Code 3.12.010, specifically, to expand the definition of eligible interns from students to any individual seeking temporary work to gain practical workforce experience. That proposed change to KCC 3.12.010 is appended to this report as Appendix C, and has been transmitted as separate legislation. Finally, additional changes to existing policy are required to permit hiring interns who are not currently enrolled

³ Under wage and hour laws, unpaid internships must resemble vocational education, must have close supervision, cannot be used as a substitute for regular employees and the work product cannot be of immediate benefit to the employer.

in full-time academic study, to reflect proposed code changes. All such policy changes can be made, along with training on those changes, to allow for an implementation of the program by December 2012.

The implementation of the HERO Program at King County will help meet the goals outlined in the Veterans and Human Services (VHS) Levy Service Improvement Plan 2012-2017 by providing services that increase the self-sufficiency of veterans. The program achieves goals of the King County Strategic Plan and the Five Year Plan to End Homelessness among Veterans by addressing the needs of veterans through tailored prevention services, ultimately resulting in opportunities that help individuals reach their full potential, and tapping into a quality workforce of returning veterans in the Puget Sound region.

Introduction

Why this study

This feasibility study grew from King County Council's recognition of the challenges returning military service members face when seeking civilian employment, and the desire to offer opportunities to help bridge the gap between military and civilian life through employment in King County government. The King County Council recognizes that military service members are a highly skilled and capable group of workers that can help build the future workforce of King County.

Military service members possess a wealth of skills and talents, among them are: leadership, enhanced teamwork, adaptability, strong work ethic, integrity, aptitude for learning and drive. Private industry, government, and non-profit organizations are accessing these talents to build their labor forces by providing employment opportunities that help veterans reintegrate into the civilian workforce.

Programs offering work experience as a means to transfer military skills to the civilian workforce are successfully helping returning service members secure stable and gainful employment. These programs not only provide a path back to civilian employment, they also offer the opportunity to connect to community, access support, build confidence, and better identify skills, abilities and talents. In furtherance of the 2012-2017 VHS Levy goal to "increase the self-sufficiency of veterans and their families," King County has the opportunity to offer veterans and transitioning service members access to employment, support services and community engagement.⁴

Scope and methodology of feasibility study

This report was created as a result of a joint effort between the King County Human Resources Division (HRD) and Department of Community and Human Services (DCHS). As part of creating the report, an analysis of national and local data was conducted; staff of veterans' internship programs around the country, both public and private were consulted; a wide variety of publications were researched; current King County staff that served in the military were surveyed; King County labor relations staff, King County Council staff, HRD staff, KCVP staff, service providers, and Human Resources Service Delivery Managers were consulted; and one-on-one interviews with veterans and transitioning military service members were conducted.

The term veteran is defined by one's service period, length of service, location of service or discharge status. Different entities have different criteria to determine who is and who is not a "veteran". Individuals will sometimes exclude themselves from "veteran" identified activities because they did not serve in combat or they did not retire from the military. The definition of an eligible veteran varies greatly from program to program. For these reasons this report will refer to military service members, veterans and transitioning services members to encompass the entire population in an effort to avoid unnecessarily excluding anyone and to match the language that exists throughout the research data. The eligibility criteria recommended in this report is unique to the proposed veterans' internship program. Eligibility criteria will address dates of service, length of service and discharge status.

⁴ King County Veterans and Human Services Levy Service Improvement Plan 2012-2017

The study provides an overview of the challenges service members face when returning to civilian life with a specific focus on barriers to employment. It explores what is working and what is not working in programs that currently exist to address these issues. It includes a recommendation based on best practices for an internship program at King County and the feasibility of implementation including funding and legislative requirements.

The struggles with finding a “new normal”

Iraq/Afghanistan service members report more difficulties returning to civilian life than veterans from any other war era. Forty-four percent of post-9/11 era veterans report that re-entry was difficult for them. This number drastically increases among veterans that experienced a traumatic event while serving in the military. Among post-9/11 combat veterans, 52% say they had experiences that were emotionally traumatic or distressing during their service. Sixty Seven percent of post-9/11 combat veterans who had traumatic experiences say their readjustment to civilian life after leaving the military was difficult. Many of these service members are making this already difficult transition while dealing with Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI) and a multitude of other physical and psychological conditions as a result of their military experience.⁵

Military service members transitioning back to civilian life can encounter a host of challenges. They face reacquainting themselves with family and friends, adjusting to civilian culture, finding a civilian job, navigating complex systems to access benefits and support services, encountering negative or apathetic reactions from the community, and saying good-bye to comrades and routines they were accustomed to. Service members often report that they return home a changed person. They have to re-familiarize themselves with friends and family, establish new routines, reorganize their priorities, adjust their pace of life, and get everything that is new to feel normal again; they have to find their “new normal.”

Returning service members have to go through a cultural adjustment. The differences between military and civilian culture are significant and not everyone can relate to or understand these differences. Although most Americans (nine in ten) feel pride and gratitude towards service members of the Iraq/Afghanistan conflicts, 71% of them say they have little to no understanding of the difficulties these service members face.⁶ This is known as the civilian-military gap. Admiral Michael Mullen in his commencement speech to the graduating class of 2011 at West Point addressed this gap by saying, “...But I fear they do not know us. I fear they do not comprehend the full weight of the burden we carry or the price we pay when we return from battle. This is important, because a people uninformed about what they are asking the military to endure is a people inevitably unable to fully grasp the scope of the responsibilities our Constitution levies upon them.”⁷

Not only does the civilian-military gap affect personal lives, it also greatly impacts the veteran's experience and impressions of the work place. Service members are accustomed to a top down hierarchy, regimented work, cohesive team dependence and possibly life and death decision-making. It is most likely the civilian setting will have few to none of these same characteristics, leaving the task of adjusting to unfamiliar responsibilities, routines and environments solely upon the former service member. Even more challenging for some service members, is that their entire career has been in the

⁵ Rich Morin, *The Difficult Transition from Military to Civilian Life*, Pew Research Center (December 2011)

⁶ Rich Morin, *The Difficult Transition from Military to Civilian Life*, Pew Research Center (December 2011)

⁷ Admiral Mike Mullen, *Joint Chiefs of Staff Speech*, West Point Graduation Ceremony, <http://www.jcs.mil/speech.aspx?ID=1598>

military, meaning they have never looked for, interviewed or held a job in the civilian world. For these service members, civilian work will be an entirely new experience that they have no prior familiarity with.

Post-9/11 veterans are highly skilled, responsible, team players that come ready to perform, but they are finding it challenging to show how their military skills translate to the civilian job market. Employers also struggle to see how military skills are relevant in the work place. This gap in understanding can be further widened by misconceptions about PTSD and TBI.

Service members that head straight into school are experiencing the same issues as those in the work place. It is estimated that 88% of the 800,000 military veterans now attending U.S. colleges drop out of school during their first year and only 3% continue on to graduate. "Scores of former servicemen and servicewomen who are among the best in the world at defusing bombs, tracking the enemy, patching bloody limbs, or negotiating with wary Afghans become futilely lost when trying to author an English paper." Colleges are now being called on to provide the support these students need to succeed.⁸

Returning service members are coming home to a sluggish job market where the unemployment rate for veterans is higher than the national average. According to the U.S. Bureau of Labor Statistics, the unemployment rate for post-9/11 era veterans averaged 12.1% during 2011 compared to an unemployment rate of 8.7% for the overall population and 8.3% for all veterans. For male veterans ages 18-24, who served in post-9/11 era the jobless rate is 29.1%.⁹ Guard and reservists are finding that their jobs are no longer there when they return and wounded veterans are facing new limitations when it comes to employment. Historically veterans have had higher success rates of obtaining employment than non-veterans; this is no longer the case for post-9/11 veterans.

King County's existing programs and resources

King County already provides internship/work-training experiences that are effective in helping individuals improve their employability and obtain employment. The HRD Career Support Services program offers mentorships, supported employment and return to work opportunities to internal employees facing layoffs, many of which result in job placements and thus avoiding layoff of the employee. In DCHS, interns from the department's various youth employment programs are provided paid work experience in the department. The success of these supportive programs has led to regular jobs for participants and helped the County hire highly capable workers. The County can expand this already successful model to include military service members in need of the same opportunity. Further, the County already employs over 1,100 veterans, many of whom are ready and willing to serve as mentors for newly returning veterans. The County's experience, trained staff, and willing mentors will support the establishment of a sustainable program.

Benefits of internships – summary of findings

Programs designed to help service members transition from military to civilian employment through supportive paid work training experiences are successful in easing the transition, increasing employability and improving living stability. Veterans get the chance to see their military skills at work

⁸Jim Briggs, *Thousands of veterans failing in the latest battlefield: college*, http://usnews.msnbc.msn.com/_news/2012/07/02/12509343-thousands-of-veterans-failing-in-latest-battlefield-college?lite (July 2012)

⁹U.S. Bureau of Labor Statistics, *Employment Situation of Veterans Summary*, <http://www.bls.gov/news.release/vet.nr0.htm> (March 2012)

in the civilian world. This improves their ability to communicate these skills in the job application and hiring process. At the same time employers are learning that veterans come to work with a high level of skills and talents allowing the employer to better access a qualified pool of applicants and build their workforce. Los Angeles County's Veterans' Internship Program placed 57% of its participants in county jobs through a standard competitive hiring practice post-internship completion. Port of Seattle's Veterans Fellowship Program has served 26 veterans in their program, 11 of which are now full-time Port employees (42%) and the rest are employed elsewhere; the Virginia Department of Transportation's Wounded Veterans Internship Program has a 59% placement rate of participants into competitive full-time positions with the department.

All programs consulted for this report confirm that the most essential component to a service member's success in making the transition to civilian work is support; and the most essential component to a successful program is coordination. Support provides understanding, community connection and guidance needed to navigate the challenges of the transition. Employers report without added support veterans can fall through the cracks and never overcome barriers to employment and stability. Program coordination is essential to the quality of the experience for the employer and the veteran. With the right coordination placement matches are appropriate, supports are in place, roles and responsibilities are clear, evaluation is built-in and the program is sustainable. Without coordination participants are less successful, employer's participation declines and programs fail to have any beneficial impact.

Existing Veterans' Internship Programs

There are a wide variety of programs helping to address the barriers military service members face in their transition back into civilian life and employment. Public and private entities are offering work opportunities to address the unemployment rate of service members while also growing their workforce with skilled and dedicated workers. Many of these efforts fall under a company's diversity mission, in which they strive to increase diversity through the inclusion of veterans. Goldman Sachs, a founding member of Veterans on Wall Street, characterizes their work to support veterans as not only their civic duty but a means to maintain their "absolute commitment to cultivating and sustaining a diverse work environment."¹⁰ These efforts and programs have grown to provide invaluable opportunities to service members in their transition.

Los Angeles County Veterans' Internship Program

The five year old Los Angeles County's Veterans' Internship Program provides honorably discharged veterans with paid temporary work experiences. Veterans are hired into intern specific positions that span six job specialty areas. Departments' budgeted vacancy funds are used to hire veteran interns. A department looking to hire an administrative assistant can choose to fill the position with a veteran intern in a supportive/trainee role paid at 75% of the salary and with the option to employ them up to 24 months in the intern position. Departments get the benefit of training the employee and having that employee perform meaningful work. Veterans get on-the-job training, pay and full benefits, and greater access to employment.

Since its inception, the Los Angeles County program has had 130 participants and hired 75 into full-time career service position. They have found the departments with the most successful completions and hires are those that designated a program coordinator to provide training, one-on-one support to the veteran and oversight of the work placement and coordination with the supervisor. They recognize that

¹⁰Goldman Sachs, <http://veteransonwallstreet.com/about/goldman-sachs/>

the more support and guidance the veteran has the more successful they are. The biggest challenge the program has faced was a lengthy period of a hiring freeze due to budget cuts. Because the intern positions were funded by departments' budget vacancies no veterans were served during this time. The program lacked sustainability due to its funding structure and only recently has started to resurface with the slight upswing in the economy. This temporary cessation subjected the county to some criticism in the community.

Virginia Department of Transportation Wounded Veterans Internship Program

The Virginia Department of Transportation (VDOT) is using federal grant funds to implement a state-wide Wounded Veterans Internship Program giving veterans on-the-job training. Virginia's program prioritizes Iraq/Afghanistan service members but does not exclude eligible candidates of other service eras. The program funds one full-time program coordinator and participants' hourly wages up to 1500 hours per year. Participants earn a percentage of salary based on the internship's job category, with an average of \$18-\$19 per hour. Division directors can request an intern when they have a need while the coordinator also solicits placements for participants throughout the state. The coordinator maintains open communication with all parties but the focused one-on-one support and guidance is provided by the intern's supervisor with ongoing support with a veteran employee mentor. The program has served 61 veterans and 36 have successfully completed and gained full-time employment with VDOT. VDOT has found the biggest challenges to be the day-to-day support and accommodations that may be required for the veteran to be successful. In spite of these challenges, division directors are enthusiastic about the program and consistently seek interns. The program is waitlisted. They have most recently added resume and job search services to the program with quarterly workshops facilitated by human resources staff.

Port of Seattle Veterans Fellowship Program

Locally, the Port of Seattle's Veterans Fellowship Program is providing newly discharged military service members paid work experience. Eligible participants have served in the military a minimum of three years with an honorable discharge within the last six months or are full-time students. The program has been in existence since 2008 with 42% of participants obtaining full-time employment with the Port of Seattle and the remainder gaining employment elsewhere. Human Resources fund the fellowship positions as well as a full-time Employment Program Coordinator position responsible for the implementation and oversight of the program. Veterans go through the program as a cohort, starting and graduating together. The cohort model mimics military culture and provides a built-in peer support. There are two cohorts per year consisting of three participants each totaling six participants a year. Veterans are paid an hourly wage and also get basic health care for themselves and their dependents. Departments identify positions based on a work need and request a veteran fellow through the coordinator. Placements are rotated throughout departments to accomplish a variety of work specialty placements.

The coordinator provides mentorship, support and guidance to the participants through regular check-ins and "brown bag" events used to help with resume writing and job search. Supervisors also provide leadership and support to the veterans. What has developed naturally over the years is a network of veterans on staff that step up to get involved and lend support. Veterans that graduate the program and gain employment at the Port of Seattle join this network of veterans and transition into a role of mentor for future participants. The coordinator has learned it is best to be strategic about the placements to ensure veterans' capabilities and interests are well-matched to the assignment. Hosting supervisors need to be well prepared with positions and roles that are clearly defined. The biggest challenge they face is ensuring each veteran is given the appropriate level of support to adjust to civilian

work culture. The Port is selective when it comes to mentors and count on the commitment of staff to make the program a success.

Alaskan Airlines Veteran Apprenticeship Program

Alaska Airlines has implemented its Veteran Apprenticeship Program providing three veterans per year a three-month paid training position to help them gain work experience and make the transition into civilian employment. The program is in its first year and modeled after the Port of Seattle's program. They have made adjustments to the eligibility requirements to increase the applicant pool and expand the opportunity to more veterans. The apprenticeship positions and the program coordinator are funded by the Human Resources Department. Departments make a request for apprentices and the recruiters, under direction of the coordinator, find applicants. At this time there are no extra support services provided to the veterans other than their supervisors. They are joining in on some of the Port's activities to expose their participants to more opportunities. In this first year they are unsure whether or not the three-month length is adequate provide veterans a valuable work-training experience to help improve their overall employability and increase access to Alaska Airlines' jobs.

Puget Sound Health Care Veteran's Administration's Compensated Work Therapy

The Veterans Administration (VA) Puget Sound Health Care System's Compensated Work Therapy (CWT) Program provides veterans paid work assignments designed to improve their basic work skills and help them return to gainful employment. Participants are paid by the departments from funds the Veterans Administration sets aside for such programs. Placements last three to six months; the six month placements have the best results. A program coordinator implements and facilitates the program serving 60-70 veterans per year. The coordinator provides on-going support to all participants while also overseeing the work placements. Participants are most successful when they have clear job duties and supervisors provide timely and honest feedback directly to the worker. Participants benefit from monthly group meetings offering the opportunity to connect with one another, share experiences, get advice and build their skills. In the group setting veterans often hold one another accountable and motivate one another leading to greater success and increased support. Challenges veterans have run into are not getting enough support from their supervisors, feeling undervalued as a "trainee", not having time off for doctors' appointments and having to be waitlisted to get into the program. Seattle's CWT Program has a 30% job placement rate. This can be attributed to having only one staff person to implement the program which serves up to 70 veterans per year. With limited time, the job search assistance component of the program has suffered. Other sites with multiple staff have greater employment placement rates due to a dedicated staff's attention to job search and assistance services.

Upon completion of the work assignment CWT participants have to go through the competitive application process to gain employment with the VA. The coordinator reports there are situations when a veteran is successful in their position and the supervisor wants to hire them but for one reason or another is not able to hire the participant through the competitive process. In these scenarios the supervisor and the veteran lose out on the successful match. CWT's coordinator recommends the County utilize any protocols that may improve a participant's competitiveness for position.

Lessons learned

1. Program Coordination

Programs with the most success in helping veterans gain employment have a program coordinator. Coordinators plan, implement and evaluate programs to maintain quality and consistency. A veterans' internship program has many moving parts between the recruitment, hiring, placements, supervision, completion, and job placement. Los Angeles County has learned departments with

designated coordinators have the highest number of completers and the highest number of job placements in the county. Coordinators provide oversight, direction, evaluation and organization to keep a program effective and relevant.

2. Paid Work Experience

Paid work experiences are desired by service members and recommended by providers. It is important that living stability be maintained through the transition period and a service member's financial situation not be negatively impacted while they take advantage of a valuable opportunity to help insure their future long term stability. For example, San Diego County's Veterans Internship Program, although initially a paid program, through budget cuts became an all-volunteer, non-paid program. The staff there found that unpaid work experience was not adequate in meeting veteran participants' needs. The Veteran Administration's Non-Paid Work Experience Program offers a monthly stipend to participants but reports the biggest challenge for veteran participants is attempting to live solely on the stipend's income.

3. Structured Work Assignments of Sufficient Length

Work placements best suit the service member when the duties and structure mimic military culture to some degree. Part of the culture shift for service members is adjusting from less regimented work, to work that is more independent. This is not to say that the service member will only have success in these types of positions but when just starting off and making the shift, they do best to have detailed duties and expectations. The majority of programs consulted made the recommendation that duties be clearly defined, supervised and have a formal and consistent feedback loop. Employment training specialists with Washington State Employment Security Department also report that the more general the duty of the assignment the less successful the placement will be.

The length of time for the work placements also varies from program to program. With the right structure, support and job search assistance, it is recommended that a six month placement is enough time to achieve the goals of a program. Service members have the most success obtaining employment after a work experience program when there is a built-in component to help them translate their skills, create a resume and assist with job search activities. Although the work itself allows the participant to identify their skills, job search in the civilian world is new and different for them and is a skill in and of itself. Programs that teach these skills see higher post program employment rates for participants.

4. Ongoing Individual Support to Veteran Interns

Overwhelmingly, support to the service member is identified as the greatest necessity to a program's success. Support is defined as mentoring, case management, one-on-one guidance, connectedness to the work group and the employee-supervisor relationship. For example, the Balboa Park Wounded Warriors Internship Program learned quickly the level of support participants needed. When individual support was not part of what the program offered but participants sought it out on their own and staff found the level of need to be substantial. The responsibility fell onto individuals that the veteran connected with. This process lacked the structure and boundaries needed to provide a healthy and balanced support system. The need was greater than the staff could maintain requiring them to develop a more structured support system. Los Angeles County identified that participants in departments without the level of support required fared worse than those with the supports in place. The VA's Non-Paid Work Experience Program boasts a 95% employment placement rate based on the comprehensive support services all of their participants

receive including case management, job search and placement, employer relationships and intensive services. Veterans on staff at King County report that they would have made the transition to civilian work more easily if they had some additional supports such as a mentor that could help them navigate the new culture.

The programs cited and many others offer the experience and knowledge needed to develop a quality internship program. At this time there is more demand for internship/work-training opportunities than can be accommodated and veterans are on waitlists.

King County's Proposed Program

Heroes Employment Reintegration Opportunity (HERO) Program

This report proposes to establish a veterans' internship program called the Heroes Employment Reintegration Opportunity (HERO) Program. The HERO Program will place eligible veterans in paid internship positions throughout King County departments. These positions and the comprehensive services from the HERO program will offer veterans a general overview of County government, on-the-job training, a connection to community, opportunity to identify transferable skills, build confidence, get linked to services, experience the civilian work environment, and develop skills to more effectively compete for regular positions throughout King County government and in the larger Puget Sound region.

Interns will work 30 hours per week for a total of six months. The less than full-time schedule allows for the veteran to engage in services such as medical care and counseling as well as dedicate time to job search activities. Interns will receive an hourly wage that is comparable to military pay and the King County's existing intern pay scale.

The program will serve veterans who meet the service criteria set forth in the KCVP definition of veteran¹¹; are currently unemployed and need assistance moving to regular employment.

The HERO Program will be managed by the HRD Veteran Employment Coordinator ("Coordinator"). The Coordinator will also develop and oversee a countywide veteran inclusion model which includes strategies designed to increase veteran hires, create a culture of supportive engagement and retention of veteran employees and raise King County's profile as a veteran-friendly employer.

The Coordinator will collaborate with departments to develop internship positions specific for HERO participants. The internship positions will provide opportunities in a wide range of specialty fields; descriptions of these specialty fields are appended to this report as Appendix D. The Coordinator will supply departments with the information and training needed to effectively host participants. It will be

¹¹ Individuals that have served a minimum of 180 days active duty or mobilized reserve duty in a branch of the U.S. Military, including Army, Navy, Air Force, Marines, Coast Guard or National Guard/Reserve, or fulfilled the military service obligation of at least 6 or 8 years for National Guard/Reserve, and received one of the following characters of discharge: honorable, medical, general, or under honorable conditions. Individuals with less than 180 days active duty with a medical discharge also qualify under this definition. Or, is a National Guard/Reserve or Service Member currently called up for duty (Article 10 or 32), in process for activation, activated for duty or returning from duty.

the responsibility of the Coordinator to establish the right match of department with participant. The match will be made based on the veteran's experience, skills, career interests and support needs, as well as the department's needs and ability to provide the support the veteran requires. Departments are agreeing to host the HERO participant as an employee, and offering an experience in the spirit of "training". The HERO's internship duties will be to assist and support the work that is being done. While the veteran may well have all the skills required to perform the job, the experience is designed to provide them with a supported "transition" to civilian work which may require some extra support and training beyond a job specialty skill.

Veterans will apply to the HERO Program through the King County jobs' website that will advertise veteran internship opportunities. The Coordinator will actively seek referrals from community partners, including the KCVP, WorkSource, Veterans Administration, Joint Base Lewis McCord, Washington State Department of Veteran Affairs, Kitsap Naval and veteran service organizations. Given the high levels of unemployment for veterans activated in the last decade, recruitment efforts will target newly returning veterans. The Coordinator will perform the initial screening and refer candidates to departments for placement. Placements will require an interview with the hiring supervisor and the Coordinator.

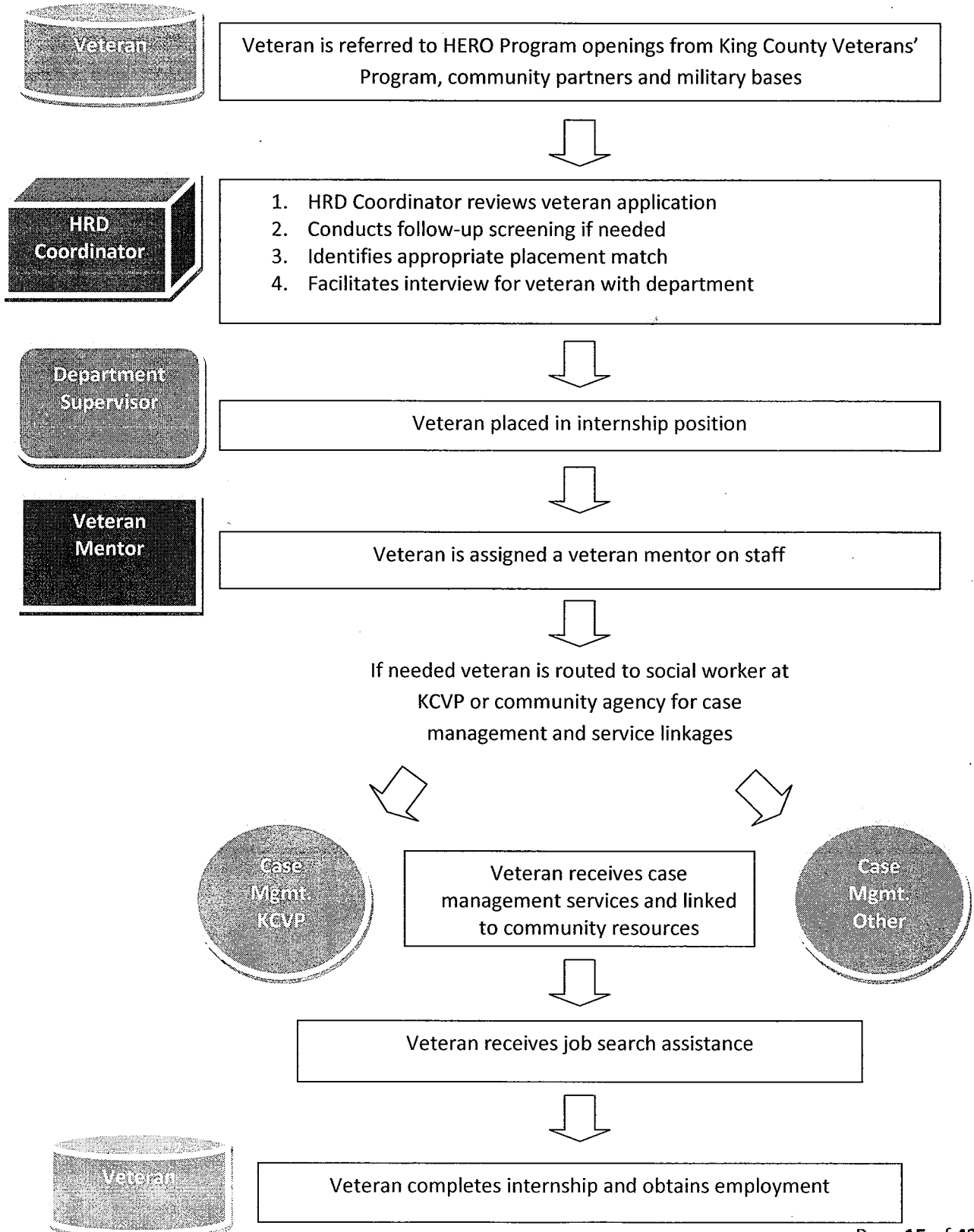
HERO participants will receive an hourly wage for 30 hours of work per week for six months. To better ensure the success of HERO participants, each intern will be provided a comprehensive support plan. Participants in need of case management will be linked to a social worker at the KCVP or a community agency. Case management can help to address any needs as they arise and provide access to relevant resources and support. Further, the Coordinator will work closely with the participant and their supervisor to ensure there is clear direction and appropriate support at the work site. The Coordinator will be the point of contact regarding the placement and will facilitate the direction and interventions required.

Every HERO participant will be matched to a mentor who is an employee of King County and who is a veteran. This will provide the camaraderie experienced in the military and help participants find support from someone that knows what they have been through. The mentor can help the intern through the transition based on their own experiences and their knowledge of the County. This type of individual support is invaluable because it makes a direct link to their military experience and culture.

Finally, throughout the six months and following, the HERO participant will receive one-on-one assistance in updating their resume and job search plan and help pursuing King County job openings they qualify for through assistance of WorkSource and HRD staff. This level of comprehensive support ensures whatever issues arise will be addressed and the service member is provided with the resources needed to be successful in their position and in turn, will have maximized their opportunity for future employment. A list of HERO Program roles and responsibilities is appended to this report in Appendix E.

The HERO Program will be administered in two six-month sessions per year. Cohorts will start and graduate the program together. Organizing participants into groups provides built-in potential for camaraderie, peer support, group motivation and accountability. Each program session will begin with an orientation to the program as well as King County government and the departments. The orientation to King County government will increase participants' knowledge of all employment opportunities that exist.

The veteran's HERO Program path



Veteran inclusion

Along with implementing and overseeing the HERO Program, the Coordinator will develop and implement a countywide veteran inclusion model. The veteran inclusion model will focus efforts on recruiting and retaining veterans, improving cultural awareness, creating a veterans' group, and increasing King County's reputation as a veteran-friendly employer.

To shift to a more veteran-friendly culture that recognizes the skills and cultural attributes veterans bring to the workplace, the Coordinator will implement activities, trainings and services throughout King County departments that will help build understanding of veteran issues and culture as well as build the skills of supervisors and staff. This may include but is not limited to: development of a transitioning veterans guide to King County employment, providing employees with educational materials regarding the "veteran experience", hosting "brown bag" events with veteran panels to share their experiences to build awareness, adding a veteran highlights page to the King County website as a means to introduce veterans that work for the County, starting a veterans' group, implementing programming to assist staff reserve members returning from deployment, raising awareness of complex issues facing veterans in transition, and encouraging colleagues and fellow veterans to provide support, offering a mentor program to all new veteran hires, hosting events to celebrate holidays and increasing acknowledgement of veterans' service and including veterans in the King County diversity and equity and social justice work.

Increased veteran recruitment may include but is not limited to: education and training for departments regarding veteran specific employment and job search needs, initiating the County's participation in veteran hiring events, updating the King County website to engage veterans through creative means such as a military job filter for job listings, collaborating more closely with veteran organizations and the WorkSource to reach veterans, providing user training for NEOGOV to improve veterans' competitiveness in the application process.

All of these efforts will help shift the King County culture by increasing people's knowledge of the veteran experience, demonstrating respect, being proactive, and supporting and honoring our veterans in a substantial way.

What the HERO Program accomplishes

The HERO Program encompasses the best practices identified to provide a quality veterans' internship program. Through this program participants will have direct access to paid internships, and increased knowledge of and access to existing King County jobs. This will minimize barriers that exist around translating military into civilian skills and the sometimes lengthy King County application process. Veterans will be placed where they are best suited for the opportunity, meaning the experience meets their needs as well as the County's needs resulting in more successful outcomes. The internship is structured so support and resources are offered through a variety of avenues. This format provides the veteran with a guided and supported transition to civilian work decreasing their chance of becoming isolated or falling "through the cracks". The Coordinator will work to ensure the veterans and the departments are able to identify valuable military skills that translate to civilian work. This will improve the department's ability to identify qualified veteran applicants and improve veteran access to government jobs. Being paid a wage will help maintain the living stability for the veteran, while in transition to regular, gainful employment. Upon completion of the internship, the veteran will have a

quality civilian resume and improved job search skills for the civilian market as well as improved competitiveness for King County jobs. With one-on-one assistance available through the internship program and as well as support after graduating, the transition from internship to gainful employment can be a successful one.

Through improved recruitment of veterans the County will increase the veteran applicant pool, therefore gaining more access to skilled workers to help build the County workforce. The County will improve the work environment for veterans by building understanding through education and awareness. With improved work environments and veteran-friendly staff the County will be better suited to attract this skilled workforce. Increasing the County's capacity to provide a supportive workplace will help to retain veteran employees.

The internship program will offer veterans a quality work experience within a comprehensive support structure, while also shifting the County culture and practices to acknowledge and value veterans. The HERO Program helps to achieve County goals set forth in the King County Strategic Plan, the Veterans and Human Services Levy Service Improvement Plan 2012-2017 and the King County Five Year Plan to End Homelessness Among Veterans. The program demonstrates King County honors and values veterans by addressing their needs and providing meaningful and engaging opportunities through substantive action.

What It Takes to Implement

Veterans

King County has a large population of veterans, roughly 137,000.¹² According to Joint Base Lewis McCord (JBLM) Director of Human Resources, Mark Brown, there are on average 6,000 service members transitioning out of JBLM each year; those numbers are increasing by 1,000 per year due to the drawdown¹³. With increased numbers of returning service members in the region over the next five years, there will be a greater need for programs that offer reintegration opportunities.

King County departments and staff mentors

Veterans currently employed by King County fully support the proposal for a veterans' internship program and are willing to offer whatever support they can including volunteering to become a mentor. The supportive response of Crystal Graham, Department of Executive Services, was echoed by many King County veterans on staff interviewed for this report, "I would be honored to act as a mentor to any intern that would like the benefit of my 21 years in the Air Force and 19 years job experience in the civilian work force." Anthony Haapasaari, Department of Natural Resources and Parks, is a veteran who also supports the idea, "I feel that a veteran mentor group would be an excellent idea, especially for the recent veterans returning to civilian life in many cases after multiple combat tours."

Many King County departments have expressed their support of a veterans' internship program. Based upon interviews conducted for this report, many departments stated they have experience with interns and know they can provide a valuable experience to the service members. Some departments feel they have a greater capacity to host an intern and provide the guidance and training they will require, while others feel the time resource may be a bit of a struggle for them to afford. The large majority of

¹²Department of Veterans Affairs, *National Center for Veterans Analysis and Statistics*, www.va.gov

¹³Olympia SHRM Workshop: *Connecting with Transitioning Service Members and Veterans*, June 12, 2012

departments say a 50/50 wage split with the Veterans Levy funds is feasible for them. Departments are encouraged by the support services proposed in the veterans' internship program, saying it will help them to offer a high quality experience for the veteran. Without the structured program and oversight coordination, many departments said they would be less able to participate because they do not have the resources to maintain the program on their own.

Many departments are now engaging in succession planning and consider an internship program as a useful strategy for planning for the future. The Department of Natural Resources and Parks has utilized many interns in the past and is currently developing their own training plan to address future staffing needs. The Department of Community and Human Services is also considering its need for succession planning, and has had success with interns becoming permanent employees. The Department of Executive Services has little experience with interns but sees the program creating a career ladder for veterans.

Based on results of interviews done for this report, many departments appear to be interested and willing to participate in the veterans' internship program. Many human resources staff interviewed for the report came up with creative ideas for the program, including:

- Holding regular stakeholder meetings so that supervisors and staffers hosting interns can share information and problem solve to improve the program.
- Allowing interns to attend County trainings that are offered to regular employees as a means to increasing their skills.
- Orienting interns to King County government so that they know the broad array of opportunities available and to better understand the bigger picture of what they are a part of in their work.

The Office of Labor Relations has been briefed on the program proposal and will negotiate any potential impacts with affected labor organizations as needed.

Community partners

The greater Seattle and King County regions offer a wide variety of services to military service members and their families. These resources are natural partners to the HERO Program. The KCVP and DCHS have strong working relationships with the Veterans Administration, VA Puget Sound Health Care System (VA Medical Center), Washington State Department of Veterans Affairs; local veteran service organizations such as Veterans of Foreign War and American Legion, Community Psychiatric THRIVE program, Plymouth Housing, WorkSource, and the YWCA. These programs, and other programs like them, collaborate to maximize services for veterans. Interns participating in the HERO Program will be linked to community services and providers to ensure their needs are met. The community partners who were consulted with during the creation of this report voiced strong support for a veterans' internship program at King County. Other existing internship programs in the area support this proposal because the need for these kinds of opportunities is greater than the supply. There are veterans on these other program's waitlists and our community partners are ready and willing to start the collaborative process of finding veterans their best opportunity.

Policy and legislative ramifications

Implementing a veterans' internship program requires modifying and expanding the current King County code definition of intern from one who is enrolled in a full-time educational program to one who is seeking practical work experience on a temporary basis to prepare them for eventual regular employment. An ordinance with proposed code revisions is appended to this report as Appendix C.

Existing human resource policies mirror the current code provisions limiting interns to those who are enrolled in educational programs. Policy revisions are under way to align with the proposed changes to KCC 3.12.010 and will be finalized this fall.

Cost analysis

Funding will be needed for the wages paid to the interns, as well as for the staff time required to create this report.

Intern wages

The pay for the veteran interns is proposed at the 2012 King County 10 Step Hourly Squared Schedule of Range 21, \$12.77-\$16.18 per hour. Although internships will be available to any successful candidate meeting the eligibility criteria, based upon research done for this report, the group needing the most opportunity for work experience is typically from the military's enlisted ranks of E-1 to E-4. These service members on average have less education, training and civilian employment experience. To determine the hourly wage for veteran interns, the wages of these enlisted members was considered along with the unemployment insurance weekly allotment they qualify for and the wage currently offered to existing county interns. An E-4 military pay range is equivalent to the King County 10 Step Hourly Squared Schedule Range 21. This is also the range King County student interns at the undergraduate level are paid. Based on this information, the veteran intern's hourly wage at the proposed Range 21 offers a wage that maintains their earning level in the military or on unemployment insurance, and is in line with current King County practices related to intern pay. People employed as interns under the proposed veterans' internship program are not eligible for benefits other than the county's transportation benefits.

King County Veterans Levy support

The Executive proposed in Ordinance No. 2012-0219 that \$200,000 from the Veterans Levy fund be allocated to support the veterans' internship program. Once approved, \$33,333 will be available in 2012, \$100,000 will be available in 2013, and \$66,667 will be available in 2014 to support the program. The Veteran Levy funds will be used to match 50% of the wages paid to interns who are participants in the HERO Program. Hosting departments will pay the other 50% of the hourly wage for the intern. At range 21 the average hourly pay rate is \$14.55. An internship at 30 hours a week for six months will be approximately 720 hours. The Veterans Levy fund will cover half of the total hours (360 hours), which is approximately \$5,238 per intern (at the average hourly pay rate). While the average pay of Range 21 is \$14.55, interns hired at a lower or higher rate within the range will adjust the overall number of veteran interns served per year, as will departments ability to host interns without the use of matching Veteran's Levy funds. Budget authority for expending the Veterans Levy funds for the Veteran Internship program for 2012, 2013 and 2014 are included in the supplemental ordinance mentioned earlier, and the 2013-2014 Executive Proposed Budget. Costs associated with interns' wages not funded through the levy will be absorbed through existing agency and/or departmental budgets.

There is a substantial amount of ground work that needs to be accomplished prior to the hiring of veteran interns. For the remainder of 2012 all efforts of the HRD Coordinator, with support from DCHS, will be put into the development of HERO Program policies and procedures, internship positions, a HERO

webpage, veteran recruitment, and staff training. All of these efforts will allow for a January 2013 start of the first full session of the HERO Program. Of the allotted \$33,333 for 2012, \$16,000 is designated for the staff costs in the development of this report leaving the remaining \$17,333 for intern wages. It is anticipated that the \$17,333 may be requested to be used for 2014 intern wages allowing for a more balanced distribution of intern wages across the years of 2013 (\$100,000) and 2014 (\$66,667 + \$17,333 = \$84,000). At the average hourly rate noted above it is estimated the Veterans Levy funds will to serve approximately 19 interns in 2013 and approximately 16 veteran interns in 2014.

Program sustainability

The proposed implementation plan covers a pilot period from 2012-2014 and is designed to conclude the first three HERO Program sessions in time for the 2015/2016 budget cycle. Annual evaluations will be conducted to provide the evidence and data required to determine future funding decisions. The program's sustainability is also dependent on departments' participation in the program, community support of veteran services and the continued coordination and oversight of the program.

Performance measures and program evaluation

Demographic and performance data will be gathered from the veterans' internship program and reported to King County Council annually as well as be included in the Veterans and Human Services Levy Annual Report to provide information on the status of the program and how the Veterans Levy funds have been used to support it. Specific program objectives and outcomes are outlined in the chart below.

OBJECTIVES	OUTCOMES
Departments have greater understanding of military skills and how they apply to the King County workplace	1. Manager accurately identifies intern's military position and job skills they possess
Veteran experiences county work and gains on-the-job skills	1. Veteran can identify departments and describe county work 2. Veteran achieves work-place objectives 3. Veteran receives a certificate of completion
Veteran is able to translate military skills for civilian work	1. Veteran completes a civilian resume 2. Veteran completes job search plan 3. Veteran completes HERO Program exit interview and demonstrates ability to communicate civilian work skills
Veteran achieves improved living stability	1. Veteran maintains housing 2. Veteran maintains psycho-social support activities 3. Veteran manages finances-budget/bank account
Veteran has increased employability	1. Obtains employment and sustain employment for one year
Veteran has greater access to King County jobs	1. Completes NEOGOV application 2. Obtains employment with KC
Veteran successfully transitions from military to civilian work	1. Veteran reports improved confidence, relationships and has plans for future

Program Implementation and Timeline

September 2012	Reallocate existing HRD position and existing KCVP social worker position to be assigned responsibilities
September - October 2012	<ul style="list-style-type: none"> • Program policy and procedure development • Create HERO Program webpage • Develop mentor program • Develop internship positions with departments • Veteran outreach • Train departments and supervisors
November 2012	Recruit positions
December 2012	<ul style="list-style-type: none"> • Intern interviews and selections • Supervisor/mentor training & orientation
January 2013	Implement first full session of HERO Program
January 2013 - ongoing	Program facilitation, evaluation, and fine-tuning
May - June 2013	<ul style="list-style-type: none"> • Internship position development with departments • Post positions, veteran outreach/recruitment • Intern interviews and selections • Supervisor/mentor training & orientation
June 2013	Graduation of first cohort
July 2013	Implement second full session of HERO Program
June 2013 - ongoing	Program facilitation, evaluation, and fine-tuning
June - July 2013	Program evaluation and reporting to King County Council and VHS Levy Annual Report
November - December 2013	<ul style="list-style-type: none"> • Internship position development with departments • Post positions, veteran outreach/recruitment • Intern interviews and selections • Supervisor/mentor training & orientation
December 2013	Graduation of second cohort
January 2014	Implement third full session of HERO Program
January 2014 - ongoing	Program facilitation, evaluation, and fine-tuning
June 2014	Graduation of third cohort
June - July 2014	Program evaluation and reporting to King County Council and VHS Levy Annual Report

Appendix A: Acknowledgements

Veteran Employment Programs Consulted

Ann Gomez, Los Angeles County Veterans' Internship Program
Cheryl Wegner, San Diego County Veterans Internship Program
Sgt Rick Turvey, San Diego County Veterans Internship Program
Derek Bender, Port of Seattle Veterans Fellowship Program
Kelly Robinson, Department of Veterans Affairs Non-Paid Work Experience
Courtney Parker, Department of Veterans Affairs Non-Paid Work Experience
Heather Hart, Balboa Park Online Collaborative Wounded Warriors Internship Program
Keith Dussel, Alaska Airlines Veterans Apprenticeship Program
David Calhoun, Virginia Department of Transportation Wounded Veterans Internship Program
Roslyn Lopez, Department of Veterans Affairs Compensated Work Therapy Program
Lisa Knutson-Sealey, Equity Residential Military Personnel Training Program

Persons Consulted

These individuals were asked to offer their individual perspectives and opinions. They did not officially represent the views or positions of their organizations.

Stanley Seo, Army National Guard, King County Sheriff's Office
Joel Estey, Veteran, Department of Community and Human Services
Frank Pratt, Veteran, King County Veterans' Program, Department of Community and Human Services
Robert Hawkins, Iraq/Afghanistan Veteran
Kelli Carroll, King County Council
Kate Moore, City of Seattle
Dawn Barrett, King County Veterans' Program, DCHS
Joan Pratt, King County Veterans' Program, DCHS
Jodi Riley-Kauer, King County Veterans' Program, DCHS
Pita Morales-Leon, King County Veterans' Program, DCHS
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Meredith Bane, North Seattle Community College
Mark Arnold, Washington State Employment Security Department
Bradley McGuire, Washington State Employment Security Department
Rhonda Freeland, Washington State Employment Security Department
Evan Rush, Washington State Employment Security Department
Roy Kauer, Washington State Employment Security Department
Ramon Soliz, King County Department of Community and Human Services
Patti Cole-Tindall, King County Executive's Office, Office of Labor Relations
Jim Johnson, King County Executive's Office, Office of Labor Relations
Gretchen Herbison, King County Department of Executive Services
Sandy Treibel, King County Department of Executive Services
Seth Watson, King County Department of Executive Services
Richard Watson, King County Department of Assessments

Heidi Parkington, King County Prosecuting Attorney's Office
Minerva Villarreal, King County Superior Court
Karen Tall, King County District Court
Donna Tucker, King County District Court
Mary Beth Short, King County Department of Juvenile and Adult Detention
Gail Ohashi, King County Department of Natural Resources and Parks
Ron Weigelt, King County Department of Public Health
Tim Finch, King County Department of Natural Resources & Parks
Bryan Fry, Veteran, King County Superior Court
Christine Ynzunza, Veteran, King County Department of Information Technology
Gerald Meyer, King County Sherriff's Office
Crystal Graham, Veteran, King County Department of Executive Services
Anthony Haapasaari, Veteran, King County Department of Natural Resources & Parks
Susan Eddie, Veteran, King County Department of Transportation
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Appendix B: Glossary of Terms and Definitions

Case Management: Case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual's and/or family's comprehensive psycho-social needs through communication and application of resources to promote quality of life and stability.

Drawdown: The act, process, or result of depleting: in this case military personnel.

Eligibility Criteria: Must meet the KCVP definition of veteran, specifically, individuals that have served a minimum of 180 days active duty or mobilized reserve duty in a branch of the U.S. Military, including Army, Navy, Air Force, Marines, Coast Guard or National Guard/Reserve, or fulfilled the military service obligation of at least 6 or 8 years for National Guard/Reserve, and received one of the following characters of discharge: honorable, medical, general, or under honorable conditions. Individuals with less than 180 days active duty with a medical discharge also qualify under this definition. Or, is a National Guard/Reserve or Service Member currently called up for duty (Article 10 or 32), in process for activation, activated for duty or returning from duty.

Internship: A structured, supportive and supervised professional work training experience offered to service members in need of a supportive employment opportunity to improve their employability in the civilian workforce.

Participant: Eligible veteran that is actively engaged in the internship program.

Post Traumatic Stress Disorder (PTSD): A common anxiety disorder that develops after exposure to a terrifying event or ordeal in which grave physical harm occurred or was threatened. Symptoms may include flashbacks, nightmares and severe anxiety, as well as uncontrollable thoughts about the event.

Supported employment: A structure work placement that includes close supervisory monitoring, regular check-ins, on-the-job training, mentorship and case management.

Transitioning Service Member: Within 18 months of being discharged from active duty.

Traumatic Brain Injury (TBI): Traumatic brain injury usually results from a violent blow or jolt to the head that causes the brain to collide with the inside of the skull. An object penetrating the skull, such as a bullet or shattered piece of skull, also can cause traumatic brain injury. Mild traumatic brain injury may cause temporary dysfunction of brain cells. More serious traumatic brain injury can result in bruising, torn tissues, bleeding and other physical damage to the brain that can result in long-term complications or death.

Appendix C: Proposed King County Code 3.12.010

Date Created:	
Drafted by:	Kerry Delaney Sickle
Sponsors:	
Attachments:	

..title

AN ORDINANCE relating to a veterans' internship program; and amending Ordinance 12014, Section 5, as amended, and K.C.C. 3.12.010, Ordinance 12014, Section 16, and K.C.C. 3.12.130 and Ordinance 12014, Section 36, as amended, and K.C.C. 3.12.188.

..body

BE IT ORDAINED BY THE COUNTY COUNCIL OF KING COUNTY:

SECTION 1. Findings:

A. The Iraq/Afghanistan conflict has been the longest military engagement in our country's history. Veterans from this era are struggling to reintegrate into civilian life and facing higher than average unemployment rates. The return home requires today's veteran to navigate cultural differences between military and civilian life, to translate military skills to gain employment, and to establish self-sufficiency.

B. In 2011, the United States Department of Labor reported that among veterans between the ages of eighteen and twenty-four, unemployment averaged thirty percent. While that rate improved to twenty percent in January 2012, that rate is still well above the corresponding rate for the country's general rate of eight and three-tenths percent.

C. Veterans are in need of employment opportunities that help mitigate the significant challenges they face when returning from war and re-entering the job market. A veterans' internship program in King County would afford veterans with on-the-job training and work experience enhancing their ability to more effectively compete in the job market.

D. The existing code provision limits interns to full-time students seeking practical skills to augment their educational program. Broadening the definition of "intern" to include those who are seeking to learn job skills with or without an accompanying education program, would allow the county to employ returning veterans as interns. Expanding the definition would also allow the county to provide on-the-job training experiences as part of a more general succession planning effort, needed as the county's workforce nears retirement in hard-to-fill positions.

SECTION 2. Ordinance 12014, Section 5, as amended, and K.C.C. 3.12.010 are each hereby amended to read as follows:

For the purposes of this chapter, all words shall have their ordinary and usual meanings except those defined in this section which shall have, in addition, the following meanings. In the event of conflict, the specific definitions set forth in this section shall presumptively, but not conclusively, prevail.

A. (~~"Administrative interns" are employees who are also enrolled full time during the regular school year in a program of education, internship or apprenticeship. All administrative internships in executive departments shall be approved by the manager. Administrative interns are exempt from the career service under Section 550 of the charter.~~

B.)) "Appointing authority" means the county council, the executive, chief officers of executive departments and administrative offices, or division managers having authority to appoint or to remove persons from positions in the county service.

~~((C-))~~ B. "Basis of merit" means the value, excellence or superior quality of an individual's work performance, as determined by a structured process comparing the employee's performance against defined standards and, where possible, the performance of other employees of the same or similar class.

~~((D-))~~ C. "Board" means the county personnel board established by Section 540 of the charter.

~~((E-))~~ D. "Budgetary furlough" means a circumstance in which projected county revenues are determined to be insufficient to fully fund county agency operations and, in order either to achieve budget savings or to meet unallocated budget reductions, which are commonly known as contras, or both, cost savings may be achieved through reduction in days or hours of service, resulting in placing an employee for one or more days in a temporary furlough status without duties and without pay.

~~((F-))~~ E. "Career service employee" means a county employee appointed to a career service position as a result of the selection procedure provided for in this chapter, and who has completed the probationary period.

~~((G-))~~ F. "Career service position" means all positions in the county service except for those that are designated by Section 550 of the charter as follows: all elected officers; the county auditor, the clerk and all other employees of the county council; the county administrative officer; the chief officer of each executive department and administrative office; the members of all boards and commissions; the chief economist and other employees of the office economic and financial analysis; the chief economist and other employees of the office of economic and financial analysis; administrative assistants for the executive and one administrative assistant each for the county administrative officer, the county auditor, the county assessor, the chief officer of each executive department and administrative office and for each board and commission; a chief deputy for the county assessor; one confidential secretary each for the executive, the chief officer of each executive department and administrative office, and for

each administrative assistant specified in this section; all employees of those officers who are exempted from the provisions of this chapter by the state constitution; persons employed in a professional or scientific capacity to conduct a special inquiry, investigation or examination; part-time and temporary employees; ~~((administrative))~~ interns; election precinct officials; all persons serving the county without compensation; physicians; surgeons; dentists; medical interns; and student nurses and inmates employed by county hospitals, tuberculosis sanitariums and health departments of the county.

Divisions in executive departments and administrative offices as determined by the county council shall be considered to be executive departments for the purpose of determining the applicability of Section 550 of the charter.

All part-time employees shall be exempted from career service membership except, all part-time employees employed at least half time or more, as defined by ordinance, shall be members of the career service.

~~((H.))~~ G. "Charter" means the King County Charter, as amended.

~~((I.))~~ H. "Child" means a biological, adopted or foster child, a stepchild, a legal ward or a child of an employee standing in loco parentis to the child, who is:

1. Under eighteen years of age; or
2. Eighteen years of age or older and incapable of self care because of a mental or physical disability.

~~((J.))~~ I. "Class" or "classification" means a position or group of positions, established under authority of this chapter, sufficiently similar in respect to the duties, responsibilities and authority thereof, that the same descriptive title may be used to designate each position allocated to the class.

~~((K.))~~ J. "Classification plan" means the arrangement of positions into classifications together with specifications describing each classification.

~~((L))~~ K. "Compensatory time" means time off granted with pay in lieu of pay for work performed either on an authorized overtime basis or work performed on a holiday that is normally scheduled as a day off. Such compensatory time shall be granted on the basis of time and one-half.

~~((M))~~ L. "Competitive employment" means a position established in the county budget and that ~~((will))~~ requires at least twenty-six weeks of service per year as the work schedule established for the position.

~~((N))~~ M. "Council" means the county council as established by Article 2 of the charter.

~~((O))~~ N. "County" means King County and any other organization that is legally governed by the county with respect to personnel matters.

~~((P))~~ O. "Developmental disability" means a developmental disability, as defined in RCW 71A.10.020(2), as amended, attributable to mental retardation, cerebral palsy, epilepsy, autism or other neurological or other condition of an individual found by the secretary of the Washington state Department of Social and Health Services, or the secretary's designee, to be closely related to mental retardation or to require treatment similar to that required for individuals with mental retardation, which disability originates before the individual attains age eighteen, that has continued or can be expected to continue indefinitely and that constitutes a substantial handicap for the individual.

~~((Q))~~ P. "Direct cost" means the cost aggregate of the actual weighted average cost of insured benefits, less any administrative cost therefor. Any payments to part-time and temporary employees under this chapter shall not include any administrative overhead charges applicable to administrative offices and executive departments.

~~((R))~~ Q. "Director" means the manager of the human resources division.

~~((S))~~ R. "Division" means the human resources division or its successor agency.

~~((T))~~ S. "Domestic partners" are two people in a domestic partnership, one of whom is a county employee.

~~((U-))~~ I. "Domestic partnership" is a relationship whereby two people:

1. Have a close personal relationship;
2. Are each other's sole domestic partner and are responsible for each other's common welfare;
3. Share the same regular and permanent residence;
4. Are jointly responsible for basic living expenses which means the cost of basic food, shelter and any other expenses of a domestic partner that are paid at least in part by a program or benefit for which the partner qualified because of the domestic partnership. The individuals need not contribute equally or jointly to the cost of these expenses as long as they agree that both are responsible for the cost;
5. Are not married to anyone;
6. Are each eighteen years of age or older;
7. Are not related by blood closer than would bar marriage in the state of Washington;
8. Were mentally competent to consent to contract when the domestic partnership began.

~~((V-))~~ U. "Employed at least half time or more" means employed in a regular position that has an established work schedule of not less than one-half the number of hours of the full-time positions in the work unit in which the employee is assigned, or when viewed on a calendar year basis, nine hundred ten hours or more in a work unit in which a work week of more than thirty-five but less than forty hours is standard or one thousand forty hours or more in a work unit in which a forty hour work week is standard. If the standard work week hours within a work unit varies for instance employees working both thirty five and forty hours(~~(())~~), the manager, in consultation with the department, is responsible for determining what hour threshold ~~((will apply))~~ applies.

~~((W-))~~ V. "Employee" means any person who is employed in a career service position or exempt position.

~~((X))~~ W. "Executive" means the county executive, as established by Article 3 of the ~~charter.~~

~~(Y))~~ X. "Exempt employee" means an employee employed in a position that is not a career service position under Section 550 of the charter. Exempt employees serve at the pleasure of the appointing authority.

~~((Z))~~ Y. "Exempt position" means any position excluded as a career service position by Section 550 of the charter. Exempt positions are positions to which appointments may be made directly without a competitive hiring process.

~~((AA))~~ Z. "Full-time regular employee" means an employee employed in a full-time regular position and, for full-time career service positions, is not serving a probationary period.

~~((BB))~~ AA. "Full-time regular position" means a regular position that has an established work schedule of not less than thirty-five hours per week in those work units in which a thirty-five hour week is standard, or of not less than forty hours per week in those work units in which a forty-hour week is standard.

~~((CC))~~ BB. "Furlough day" means a day for which an employee shall perform no work and shall receive no pay due to an emergency budget crisis necessitating emergency budget furloughs.

~~((DD))~~ CC. "Furloughed employee" means an employee who is placed in a temporary status without duties and without pay due to a financial emergency necessitating budget reductions.

~~((EE))~~ DD. "Grievance" means an issue raised by an employee relating to the interpretation of rights, benefits, or condition of employment as contained in either the administrative rules or procedures, or both, for the career service.

~~((FF))~~ EE. "Immediate family" means spouse, child, parent, son-in-law, daughter-in-law, grandparent, grandchild, sibling, domestic partner and the child, parent, sibling, grandparent or grandchild of the spouse or domestic partner.

~~((GG-))~~ FF. "Incentive increase" means an increase to an employee's base salary within the assigned pay range, based on demonstrated performance.

~~((HH-))~~ GG. "Integrated work setting" means a work setting with no more than eight persons with developmental disabilities or with the presence of a sensory, mental or physical handicap as specified in K.C.C. 3.12.180. This definition refers to all county offices, field locations and other work sites at which supported employees work alongside employees who are not persons with development disabilities employed in permanent county positions.

HH. "Interns" means employees who are temporarily working to gain practical workforce experience. Interns are exempt from the career service under Section 550 of the charter.

II. "Life-giving and life-saving procedures" means a medically-supervised procedure involving the testing, sampling, or donation of blood, organs, fluids, tissues and other human body components for the purposes of donation without compensation to a person for a medically necessary treatment.

JJ. "Manager" means the manager of the human resources division or its successor agency.

KK. "Marital status" means the presence or absence of a marital relationship and includes the status of married, separated, divorced, engaged, widowed, single or cohabiting.

LL. "Part-time employee" means an employee employed in a part-time position. Under Section 550 of the charter, part-time employees are not members of the career service.

MM. "Part-time position" means an other than a regular position in which the part-time employee is normally employed less than half time, that is less than nine hundred ten hours in a calendar year in a work unit in which a thirty-five hour work week is standard or less than one thousand forty hours in a calendar year in a work unit in which a forty-hour work week is standard, except as provided elsewhere in this chapter. Where the standard work week falls between thirty-five and forty hours, the manager, in consultation with the department, is responsible for determining what hour threshold will apply. Part-time position excludes ((administrative)) intern.

NN. "Part-time regular employee" means an employee employed in a part-time regular position and, for part-time career service positions, is not serving a probationary period. Under Section 550 of the charter, such part-time regular employees are members of the career service.

OO. "Part-time regular position" means a regular position in which the part-time regular employee is employed for at least nine hundred ten hours but less than a full-time basis in a calendar year in a work unit in which a thirty-five hour work week is standard or for at least one thousand forty hours but less than a full-time basis in a calendar year in a work unit in which a forty-hour work week is standard. Where the standard work week falls between thirty-five and forty hours, the manager, in consultation with the department, is responsible for determining what hour threshold will apply.

PP. "Pay plan" means a systematic schedule of numbered pay ranges with ((a))-minimum, maximum and intermediate steps for each pay range, a schedule of assignment of each classification to a numbered pay range and rules for administration.

QQ. "Pay range" means one or more pay rates representing the minimum, maximum and intermediate steps assigned to a classification.

RR. "Pay range adjustment" means the adjustment of the numbered pay range of a classification to another numbered pay range in the schedule based on a classification change, competitive pay data or other significant factors.

SS. "Personnel guidelines" means only those operational procedures promulgated by the manager necessary to implement personnel policies or requirements previously stipulated by ordinance or the charter. Such personnel guidelines shall be applicable only to employees assigned to executive departments and administrative agencies.

TT. "Position" means a group of current duties and responsibilities assigned by competent authority requiring the employment of one person.

UU. "Probationary employee" means an employee serving a probationary period in a regular career service. Probationary employees are temporary employees and excluded from career service under Section 550 of the charter.

VV. "Probationary period" means a period of time, as determined by the manager, constituting the final step in the competitive screening process for career service or for promotion from one career service position to another. An appointment to the career service, whether following successful completion of an initial probationary period of county employment or a promotional probationary period, shall not be final unless the employee successfully completes this probationary period.

WW. "Probationary period salary increase" means a within-range salary increase from one step to the next highest step upon satisfactory completion of the probationary period.

XX. "Promotion" means the movement of an employee to a position in a classification having a higher maximum salary.

YY. "Provisional appointment" means an appointment made in the absence of a list of candidates certified as qualified by the manager. Only the manager may authorize a provisional appointment. An appointment to this status is limited to six months.

ZZ. "Provisional employee" means an employee serving by provisional appointment in a regular career service. Provisional employees are temporary employees and excluded from career service under Section 550 of the charter.

AAA. "Recruiting step" means the first step of the salary range allocated to a class unless otherwise authorized by the executive.

BBB. "Regular position" means a position established in the county budget and identified within a budgetary unit's authorized full time equivalent (FTE) level as set out in the budget detail report.

CCC. "Salary or pay rate" means an individual dollar amount that is one of the steps in a pay range paid to an employee based on the classification of the position occupied.

DDD. "Section" means an agency's budget unit comprised of a particular project program or line of business as described in the budget detail plan for the previous fiscal period as attached to the adopted appropriation ordinance or as modified by the most recent supplemental appropriations ordinance. This definition is not intended to create an organization structure for any agency.

EEE. "Serious health condition" means an illness or injury, impairment or physical or mental condition that involves one or more of the following:

1. An acute episode that requires more than three consecutive calendar days of incapacity and—either multiple treatments by a licensed health care provider or at least one treatment plus follow-up care such as a course of prescription medication; and any subsequent treatment or period of incapacity relating to the same condition;
2. A chronic ailment continuing over an extended period of time that requires periodic visits for treatment by a health care provider and that has the ability to cause either continuous or intermittent episodes of incapacity;
3. In-patient care in a hospital, hospice or residential medical care facility or related out-patient follow-up care;
4. An ailment requiring multiple medical interventions or treatments by a health care provider that, if not provided, would likely result in a period of incapacity for more than three consecutive calendar days;
5. A permanent or long-term ailment for which treatment might not be effective but that requires medical supervision by a health care provider; or
6. Any period of incapacity due to pregnancy or prenatal care.

FFF. "Temporary employee" means an employee employed in a temporary position and in addition, includes an employee serving a probationary period or is under provisional appointment. Under Section 550 of the charter, temporary employees shall not be members of the career service.

GGG. "Temporary position" means a position that is not a regular position as defined in this chapter and excludes ((administrative)) intern. Temporary positions include both term-limited temporary positions as defined in this chapter and short-term (normally less than six months temporary positions in which a temporary employee works less than nine hundred ten hours in a calendar year in a work unit in which a thirty-five hour work week is standard or less than one thousand forty hours in a calendar year in a work unit in which a forty hour work week is standard, except as provided elsewhere in this chapter. Where the standard work week falls between thirty-five and forty hours, the manager, in consultation with the department, is responsible for determining what hour threshold will apply.

HHH. "Term-limited temporary employee" means a temporary employee who is employed in a term-limited temporary position. Term-limited temporary employees are not members of the career service. Term-limited temporary employees may not be employed in term-limited temporary positions longer than three years beyond the date of hire, except that for grant-funded projects capital improvement projects and information systems technology projects the maximum period may be extended up to five years upon approval of the manager. The manager shall maintain a current list of all term-limited temporary employees by department.

III. "Term-limited temporary position" means a temporary position with work related to a specific grant, capital improvement project, information systems technology project or other nonroutine, substantial body of work, for a period greater than six months. In determining whether a body of work is appropriate for a term-limited temporary position, the appointing authority will consider the following:

1. Grant-funded projects: These positions will involve projects or activities that are funded by special grants for a specific time or activity. These grants are not regularly available to or their receipt predictable by the county;

2. Information systems technology projects: These positions will be needed to plan and implement new information systems projects for the county. Term-limited temporary positions may not be used for ongoing maintenance of systems that have been implemented;

3. Capital improvement projects: These positions will involve the management of major capital improvement projects. Term-limited temporary positions may not be used for ongoing management of buildings or facilities once they have been built;

4. Miscellaneous projects: Other significant and substantial bodies of work may be appropriate for term-limited temporary positions. These bodies of work must be either nonroutine projects for the department or related to the initiation or cessation of a county function, project or department;

5. Seasonal positions: These are positions with work for more than six consecutive months, half-time or more, with total hours of at least nine hundred ten in a calendar year in a work unit in which a thirty-five hour work week is standard or at least one thousand forty hours in a calendar year in a work unit in which a forty hour work week is standard, that due to the nature of the work have predictable periods of inactivity exceeding one month. Where the standard work week falls between thirty-five and forty hours, the manager, in consultation with the department, is responsible for determining what hour threshold will apply; and

6. Temporary placement in regular positions: These are positions used to back fill regular positions for six months or more due to a career service employee's absence such as extended leave or assignment on any of the foregoing time-limited projects.

All appointments to term-limited temporary positions will be made by the appointing authority in consultation with the manager before the appointment of term-limited temporary employees.

JJJ. "Volunteer for the county" means an individual who performs service for the county for civic, charitable or humanitarian reasons, without promise, expectation or receipt of compensation from the county for services rendered and who is accepted as a volunteer by the county, except emergency service worker volunteers as described by chapter 38.52 RCW. A "volunteer for the county" may receive reasonable reimbursement of expenses or an allowance for expenses actually incurred without losing his or her status as a volunteer. "Volunteer for the county" includes, but is not limited to, a volunteer serving as a board member, officer, commission member, volunteer intern or direct service volunteer.

KKK. "Volunteer intern" means volunteers who are also enrolled full-time during the regular school year in a program of education, internship or apprenticeship who are receiving scholastic credit or scholastic recognition for participating in the internship.

LLL. "Work study student" means a student enrolled or accepted for enrollment at a post-secondary institution who, according to a system of need analysis approved by the higher education coordinating board, demonstrates a financial inability, either parental, familial or personal, to bear the total cost of education for any semester or quarter.

SECTION 3. Ordinance 12014, Section 16, and K.C.C. 3.12.130 are each hereby amended to read as follows:

The executive shall prepare and submit a recommended salary ordinance to the council, which shall adopt a salary ordinance. The salary ordinance shall establish a standardized salary schedule for all classifications, excluding classifications for temporary employees other than provisional employees and probationary employees, part-time employees, ((administrative)) interns, elected officials and employees of the council.

SECTION 4. Ordinance 12014, Section 36, as amended, and K.C.C. 3.12.188 are each hereby amended to read as follows:

A. Employees eligible for leave and insured benefits under this chapter, ~~((administrative))~~ interns, volunteer interns, work study students and eligible department of transportation retirees as defined in this section shall be issued a transit bus pass entitling the holder to ride without payment of fare on public transportation services operated by or under the authority of the county. In addition, such employees shall be entitled to use the transit bus pass to ride without payment of fare on public transportation services operated by or under the authority of Pierce Transit, Kitsap Transit, the King County Ferry District, Sound Transit and Community Transit, subject to agreements with such agencies as may be entered into by the executive. Use of transit bus passes shall be restricted to such employees, administrative interns, volunteer interns, work study students and department of transportation retirees and any unauthorized use shall, at a minimum, result in forfeiture of the passes. With the exception of administrative interns, volunteer interns and work study students, employees not eligible for leave and insured benefits under this chapter shall not receive transit bus passes or any transit bus pass subsidy.

B. The executive shall cause an appropriate survey to be conducted biennially of the use of public transportation services by county employees and volunteer interns. Based on the results of the survey, the projected usage of public transportation services by county employees, the county's commute trip reduction objectives and other factors determined appropriate by the executive, the executive shall recommend in the annual budget an amount to be paid to the public transportation operating account for transit bus passes. The amount recommended by the executive shall not include any payment for transit bus passes for commissioned police officers, eligible department of transportation retirees and employees whose positions are determined by the director of the department of transportation to be dedicated exclusively to the public transportation function. The

final amount to be transferred to the public transportation operating account for transit bus passes shall be determined by the council as part of the annual budget and appropriation process consistent with the requirements of the King County Charter and applicable state law.

C. For purposes of this section, "eligible department of transportation retiree" means an employee eligible for leave and insured benefits under this chapter who:

1. Separates from employment with the county while holding a position in the department of transportation determined by the director of the department of transportation to be dedicated exclusively to the public transportation function; and

2. On the date of the separation is eligible to receive benefits from a retirement system established pursuant to state law.

SECTION 5. Severability. If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances is not affected.

Appendix D: Veteran Internship Descriptions

Veteran Intern, Human Resources & Fiscal Support

Assists professional and technical staff by researching, analyzing and making recommendations for the solution of a variety of problems of budget, organizational, programmatic, or human resources to enhance previous job skills or to gain new experience in the human resources, fiscal and other internal support occupational areas.

Veteran Intern, Crafts Support

Assists journey or higher-level workers in construction, alteration, repair work, electrical, electro-mechanical, general maintenance, building and painting in order to enhance previous job skills or to gain new experience in craft occupational areas.

Veteran Intern, Heavy Maintenance

Assist journey or higher-level workers by performing a wide variety of maintenance and repair work, grounds keeping work and warehouse and storage tasks in order to enhance previous job skills or to gain new experience in the heavy maintenance and operational occupational areas.

Veteran Intern, Information Technology Support

Assist higher-level information technology staff in analyzing, documenting, developing, coding, testing, configuring, installing, troubleshooting, and/or repairing software, hardware, and applications in order to enhance previous job skills or to gain new experience in the information technology occupational area.

Veteran Intern, Office and Clerical Support

Assists higher-level support staff by organizing, transcribing, calculating, recording and retrieving data, and performing customer service functions in order to enhance previous job skills or to gain new experience in office and clerical occupational areas.

Veteran Intern, Technical Support

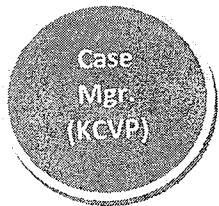
Assists higher-level technical staff in designing, drafting, installing, maintaining, repairing, and/or modifying various types of equipment, maps, commercial artwork, photographic work, or electronic and wire communication in order to enhance previous job skills or to gain new experience in the technical occupational areas.

Appendix E:

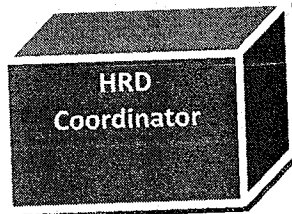
HERO Program Roles and Responsibilities



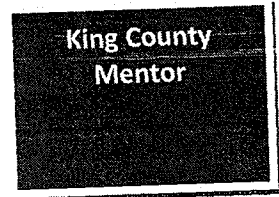
- Actively engage and participate in all program activities
- Follow all policies and procedures
- Fulfill job duties to best of abilities



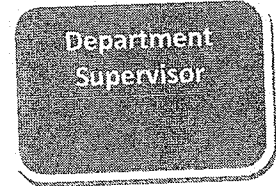
- Collaborate with HRD Coordinator
- Assist with development of program policy and procedures
- Recruit applicants
- Refer eligible veterans to HRD
- Provided one-on-one intensive case management
- Provide counseling, information and referral
- Provide resume, interview and job skills assistance when applicable
- Provide job search assistance



- Oversee HERO Program operations
- Facilitate business between departments, supervisors, work groups, veterans, mentors and social workers
- Develop HERO Program policy and procedures
- Conduct outreach and recruitment
- Develop internship positions in collaboration with departments
- Develop and maintain HERO Program webpage
- Post and manage internship job postings
- Conduct program evaluation and annual reports
- Maintain intern evaluations and weekly check-ins with veterans and supervisors
- Problem solve issues with all parities
- Conduct resume and interviewing skills training
- Assist with job search, in particular KC jobs
- Build community partnerships with veteran organizations
- Coordinate wrap-around service delivery to veteran
- Train supervisor on hosting veteran interns and program P & P
- Develop & manage mentor program
- Screen, select and train mentors
- Provide intern orientation to King County
- Facilitate monthly intern & stakeholder group sessions
- Facilitate HERO Program graduation celebrations
- Develop and facilitate countywide veterans recruitment for employment
- Update KC website to accommodate veteran applicants
- Update KC website highlight veteran employees
- Create and manage veterans' affinity group
- Develop and implement veteran focused celebrations
- Facilitate military cultural awareness & skills translation training for County staff
- Expand veterans mentor program for all new hires
- Provide consultation for all County staff on veteran issues



- Collaborate with HRD Coordinator
- Provide moral support and guidance to veteran
- Meet face-to-face with veteran once a month
- Support veteran intern via telephone and email contact



- Collaborate with HRD Coordinator
- Provide work skills training
- Provide exposure to King County government
- Conduct weekly check-ins with veteran
- Problem solve issue with HRD Coordinator
- Advise veteran on future employment opportunities