

## Military/Veteran Resource Network Application - Employers

<b>Submission Date</b>	2016-09-15 17:25:59
<b>Organization Name</b>	Linkages
<b>Address</b>	Street Address: 1651 W. Grant Rd. City: Tucson State / Province: Arizona Postal / Zip Code: 85745 Country: United States
<b>Phone</b>	(520) 5718600
<b>Website</b>	<a href="http://www.linkagesarizona.org">www.linkagesarizona.org</a>
<b>Organization E-mail</b>	info@linkagesarizona.org
<b>What sector is your organization part of?</b>	Community (private sector - business, not-for-profit, etc.)
<b>Brief background of organization (mission, year established, etc.):</b>	<p>It all started when...</p> <p>Tucson Business leader, Jim Click, had a unique idea. His vision was to gather the often-overlooked resources of the city's disabled workers into a central location, then make their wealth of skills and initiative readily available to the business community.</p> <p>He shared his dream with D. Ruth Mondschein, a pioneer in employment, training, and arts for people with disabilities, and together they began the process of unifying the efforts of Tucson's employers and rehabilitation.</p> <p>Fast forward to today and Linkages has been around for nearly 20 years and most of our work in 'linking' employers to great talent is done through our job board. We have also expanded our mission to include 'linking' veterans, specifically Wounded Warriors to employers.</p>
<b>Description of industry</b>	Contribute to the economy by linking employers with qualified candidates to ensure every person with a disability and veteran has an opportunity for employment.
<b>Please list any organizational memberships (e.g. chamber of commerce, alliances, associations, etc.):</b>	Linkages has memberships with the Tucson Metro Chamber, Tucson Hispanic Chamber, local Society for Human Resource Management and Greater Casa Grande Chamber of Commerce.
<b>Number of employees</b>	Microbusiness - 1 - 5 employees
<b>In what area of the state do you operate?</b>	Statewide (including multi-state/national)
<b>Types of employment opportunities available:</b>	Linkages has employment opportunities for administrative roles such as reception and roles within programming.

**To be designated as an Arizona Veteran Supportive Employer, organizations must have paid employment opportunities. This designation does not apply to multi-level marketing, direct sales, franchises and/or other opportunities that require payment by the job seeker.**

Our organization has paid employment opportunities.

**Our organization understands and agrees to the following Guiding Principles:**

1. Military service often fosters resilience and strength in service members, veterans and family members.
2. Military service impacts the individual and the family. A “military family” can include a service member or veteran, their spouse/significant other and children, as well as parents, siblings, extended family and friends.
3. The military is a distinct culture. While service members, veterans and their families experience the same life circumstances and events as civilians, both positive and negative, they also have a unique set of life experiences relating to service, deployment and reintegration that are distinct from civilian life.
4. As a community, we are committed to providing the best care and support to all those who serve. Since changes in military status affect eligibility for programs, resources and benefits, we seek to build a continuum of care that addresses the needs of the entire military, veteran and family population.
5. No one organization can meet all needs for the entire military and veteran population. Stronger collaboration between military, government and community partners supports service members, veterans and their families in connecting to the right program, resource and/or benefit at the right time. Organizations should also focus on collaboration to maximize available resources and minimize duplication of effort.
6. There should be no wrong door to which a service member, veteran or family member goes to for help. Each individual and organization should have at least the basic knowledge on the military/veteran systems of care to assist in connecting that individual or family to a more appropriate resource so that no one is turned away.
7. As a network of individuals and organizations who provide care and support to the military and veteran population, our goal is to assist service members, veterans and family members in being informed consumers who are empowered to make decisions to access those programs, resources & benefits that will meet their needs.
8. Every service member, veteran and family member has an individual experience and perspective which should be acknowledged and incorporated into the provision of care and support.

**Our organization understands and agrees to the following Ethical Considerations:**

1. The interest of the service member, veteran and family member should come first, above the interest of the provider or organization, financial or otherwise.
2. Any potential conflicts of interest should be disclosed up front.
3. Respect the service member, veteran and/or family member by providing accurate information that will assist them in making informed decisions about the care and support they access.
4. Organizations should only offer programs, services and resources that they are equipped or trained to deliver. Outreach and engagement of the military and veteran population should be within the scope of the role and function of the individual (training & experience) and the organization (policies, practices, procedures).
5. Organizations that outreach to the military/veteran population have an obligation to equip their personnel and organizations with the training necessary to understand: a) the unique aspects of the military experience b) the issues affecting these individuals and their families and c) the specific military/government programs and benefits available to this population. Organizations should consult with subject matter experts when necessary.
6. Outreach and messaging to the military and veteran population should be truthful, not misleading nor designed to incite fear, should always accurately and appropriately cite sources and present information in context.
7. Organizations should be cautious about promising outcomes. Information should clearly state if a program or service is evidence-based or independently documented to be effective. Statements about the effectiveness of programs or services should include information on success rates and the documented source of this information.
8. Coordination of care and follow up is essential when service members, veterans and family members are accessing multiple systems of care. Partners need to be actively engaging with other providers and systems as appropriate, while still respecting the confidentiality of the individual or family.

**Key personnel (leadership, management, human resources, recruiters, etc.) have basic knowledge and/or training related to:**

The military, veteran and family population and unique aspects of military/veteran culture.  
The effects of military service, deployment, reintegration and transition on service members, veterans and their families.

**Please describe the knowledge and/or training of key personnel in these areas?**

Employees from Linkages have attend the Arizona Coalition for Military Families Arizona Veteran Supportive Employer training and the Military/Veteran Resource Navigator training.

**Identify employees with a military background or affiliation. Form a committee or advisory group of service members, veterans, family members and other interested personnel to provide input on how to strengthen the organization's hiring and retention of military-affiliated employees.**

Linkages identifies those with a military background, as a micro business it is easily tracked simply through conversation.

**Employees and leadership participate in training and events to increase connection to military/veteran community (e.g. ESGR "Boss lifts", training, etc.).**

Linkages employees participate in Arizona Coalition for Military Families training courses to increase knowledge and the connection to the military/family community.

<p><b>Additional detail on how our organization CONNECTS to the culture relating to the above areas, as well as any other relevant information:</b></p>	<p>Linkages also connects with the military/veteran population by having close relationships with community partners who also serve the population.</p>
<p><b>Communications (print, web, etc.), content and messaging focused on the military and veteran population:</b></p>	<p>Uses appropriate terminology and imagery Describes the type and nature of positions available and how to apply. Clearly identifies if your organization has a veteran preference in hiring.</p>
<p><b>Approximate number of employees in organization:</b></p>	<p>4</p>
<p><b>Number of individuals trained as Military/Veteran Resource Navigators within organization:</b></p>	<p>1</p>
<p><b>Titles/roles of individuals trained as Navigators:</b></p>	<p>Receptionist</p>
<p><b>If employees are referred out to an external navigator, please describe how this is communicated to personnel:</b></p>	<p>Linkages has an internal Military/Veteran Resource Navigator and has close relationships with local community partners.</p>
<p><b>Our organization tracks the following:</b></p>	<p>Number of service members employed Number of veterans employed Number of family members of service members and/or veterans employed</p>
<p><b>Post information for service members, veterans &amp; families on intranet, in breakrooms, etc.</b></p>	<p>Yes</p>
<p><b>Additional detail on how our organization ASKS the right questions at the right time relating to the above areas, as well as any other relevant information::</b></p>	<p>Linkages has an internal Military/Veteran Resource Navigator and informs employees of local resources available for the military/veteran population.</p>
<p><b>Our organization has designated one or more employees as the internal contact point(s) for military-affiliated employees.</b></p>	<p>Yes</p>
<p><b>Key staff in leadership, management, human resources, recruiting, etc. have training relevant to their specific roles around recruiting, hiring, managing and retaining military-affiliated employees. Please mark areas of training provided:</b></p>	<p>Best practices for effectively engaging their experience and talent in the workplace. Relevant laws. Hiring benefits and incentives. Military, government and community employment programs and systems.</p>

**Please describe training provided:**

Linkages employees have attended the Arizona Veteran Supportive Employer training, the Military/Veteran Resource Navigator training and the Arizona Veteran Supportive Employment Service Provider training.

**If your organization has tailored recruiting strategies and programs to the military, veteran and family population, please describe:**

Linkages has tailored recruiting strategies by working with local community resources and other organizations who can help reach the military/veteran population.

**Additional detail on how our organization RESPONDS effectively relating to the above areas, as well as any other relevant information::**

Linkages responds effectively by having an internal Military/Veteran Resource Navigator and by continuing to engage with resource and the surrounding community.

**We have one or more individuals designated as points of contact (POCs) for the Military/Veteran Resource Network and the military/veteran community:**

Yes

**Our organization partners as appropriate and needed with public and private sector organizations to coordinate hiring and retention efforts specific to service members, veterans and family members.**

Yes

**Training on the military, veteran and family population is incorporated into organizational training.**

No

**Our organizations participates in relevant events, trainings and initiatives in the military/veteran community (e.g. continuing education, employee volunteer programs, sponsorship, etc.).**

Yes

**Additional detail on how our organization ENGAGES relating to the above areas, as well as any other relevant information:**

Linkages engages with the military/veteran population by working with local community partners, attending events and attending training courses conducted by the Arizona Coalition for Military Families.