

The **EN-Abled Vet** Program

Continuing service in successful IT careers



COMPILED BY

Jaime B. Parent, Lt Col, USAF, BSC (retired)

PREFACE

The soldier above all others prays for peace, for it is the soldier who must suffer and bear the deepest wounds and scars of war.

— Douglas MacArthur

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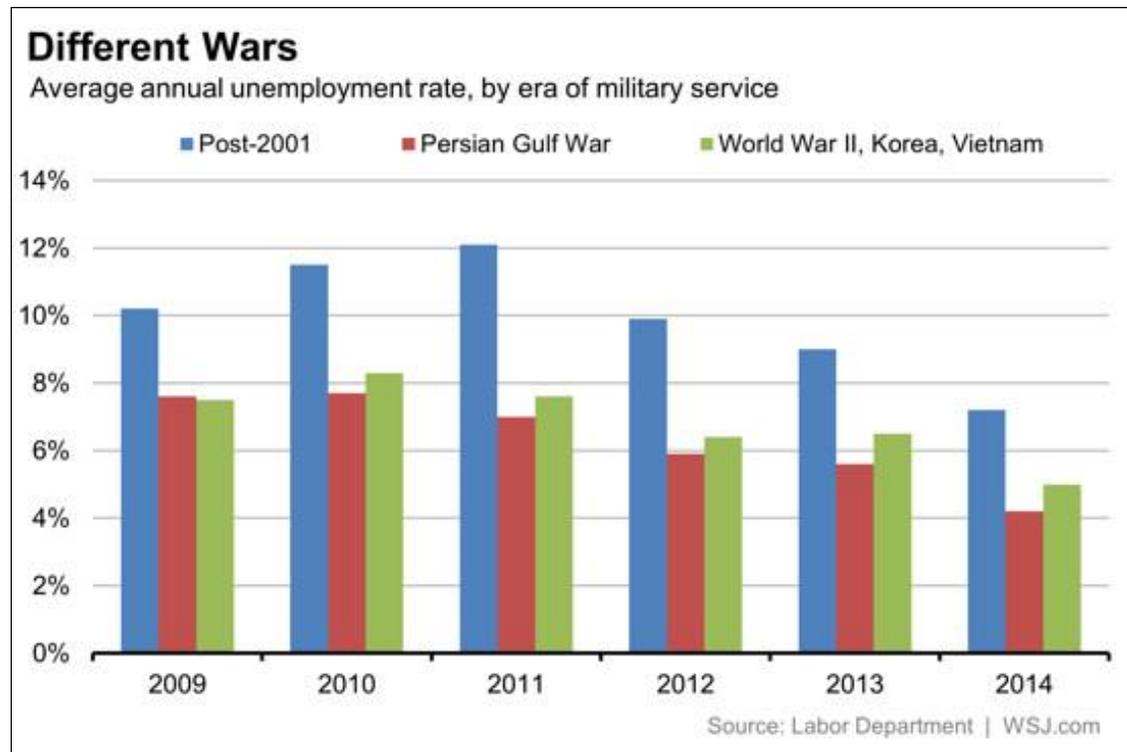
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Today's Veteran

The jobless rate for post-2001 veterans has dropped from above 12% in 2011, but at 7.2% last year the measure was well above the 6% rate last year for Americans who didn't serve in the military. Those who served in earlier conflicts have lower unemployment rates than the rest of the population. The jobless rate for veterans who served during the Persian Gulf War that began in the early 1990s was just above 4% last year. ⁱ



21 Strengths Arising From Military Experience

Military experience has provided veterans with training and work experience valued by many employers. Veteran and employer please consider these opportunities and find a way to use the information to your best advantage. The following is a list of some of the opportunities and strengths that many veterans have acquired and used in the uniformed services:

1. **Leadership training:** The military trains people to accept and discharge responsibility for other people, for activities, for resources, and for one's own behavior. This training includes setting an example, giving carefully considered directions, inspiring leadership capabilities in others, and continually motivating other personnel in the group.
2. **Ability to work as a team member and as a team leader:** Essential to the military experience is the ability to work as a member of a team. Almost all military activity is

performed with the assistance, coordination and awareness of other persons or other units. Many military personnel serve as team leaders where they have analyzed situations and options, made appropriate decisions, given directions, followed through with a viable plan and accepted responsibility for the outcome.

3. **Ability to get along with and work with all types of people:** The Government attracts all types of Americans regardless of race, gender, economic status, age, religion, attitude, intelligence, or physical conditions. In the Service, military personnel have worked for and with people of all types of backgrounds, attitudes and characteristics. This experience has prepared service members and their families to work with all types of people on a continuing basis.
4. **Ability to work under pressure and to meet deadlines:** One definite characteristic of the military service is that service members must perform. They must do their job, do it right the first time and do it in a timely manner. They are continuously setting priorities, meeting schedules and accomplishing their missions. Pressure and stress are built into this, but service members are taught how to deal with all these factors in a positive and effective manner.
5. **Ability to give and follow directions:** People in the military know how to work under supervision and can relate and respond favorably to others. They understand accountability for their actions and for their subordinates' actions. They also understand and use discipline in their lives and when dealing with others. They have learned to respect and accept legitimate authority.
6. **Drug Free:** With an honorable discharge, service members are certified drug free. Employers will view this as a distinct advantage.
7. **Security Clearances:** Many military personnel have achieved some level of security clearance. For many employers, an existing clearance will simplify the process of requiring a new continuing civilian clearance. This clearance can also demonstrate that an individual is recognized as a trustworthy person.
8. **Systematic Planning and Organization:** Most military operations require thorough planning and workload management. Carefully considered objectives, strengths and limitations of other people, resources, time schedules, supplies, logistics, and various other factors are always considered. Organization, evaluation and adjustment is continuously being assessed. The ability to participate, direct or establish systematic planning is highly valued in business.
9. **Emphasis on Safety:** Military safety training is among the best in the world. Service members understand the considerable cost in lives, property and objectives when safety is ignored. Both the control and the emphasis on safety are valued in the civilian work force.

10. **Familiarity with Records and Personnel Administration:** Service members are familiar with the necessity of keeping accurate records and completing all paperwork. There is always the requirement for accountability. Service members are also familiar with all facets of personnel administration.
11. **Ability to Conform to Rules and Structure:** In any large organization, and especially the military, there must be rules and structure to avoid chaos and internal breakdown. Individuals in the service have learned and followed rules everyday in their working environment. While in this environment, they have also learned loyalty to their units and their leaders. Companies always value employees who will be "company players" and team members that follow "the rules" of the organization.
12. **Flexibility and Adaptability:** All individuals in the service have learned to be flexible and adaptable to meet the constantly changing needs of any situation and mission. Last minute changes are not uncommon in any military or civilian working environment. Also based on their military background, former soldiers are able to adapt quickly to physical and safety demands.
13. **Self-Direction:** Many service members understand difficult and often complex issues and solve these issues or problems on the spot without step-by-step guidance from above.
14. **Educated:** All military soldiers have at least a G.E.D. and the majority of them have high school diplomas. Many have attended college to further their education.
15. **Initiative:** Many military personnel have the ability to originate a plan of action or task to answer and solve many unusual problems regarding supplies, logistics, resources and transportation.
16. **Work Habits:** People in the military stay and finish their projects and are known and are recognized for completing their missions in a timely fashion and in an effective, efficient manner. These work habits are a definite result of social maturity, integrity, determination and self-confidence that they have learned, earned and experienced in their military service. Their military background has instilled pride, enthusiasm and perseverance for their work. This constitutes their eligibility and recognition for promotion.
17. **Standards of Quality and Commitment to Excellence:** Service personnel are continually striving to attain and surpass their standards of quality for themselves and their units. These standards of quality are meeting their unit's mission, training standards, physical requirements and educational goals. There is a commitment to excellence in all of these fields.
18. **Global Outlook:** Many people in the military have been stationed and served their country in various locations around the world. This residency and

international experience have broadened their outlooks in regards to customs, economies, languages and cultures of other countries.

19. ***Client and Service-Oriented:*** Many military personnel are in the service, industry. Their jobs are to facilitate, explain and expedite their patrons and clients need, wants and actions, such as administrative, medical, dental, postal, financial and recreational.
20. ***Concerned about the Community and Family Environment:*** Service personnel have a vested interest in their areas where they reside. Many are committed to making their locations a better place to live. They are dedicated to the quality of life for their family members and their fellow residents. They participate and volunteer in youth sports, scouting activities, family and unit outings, area cleanup days, seasonal and unit parties and gatherings, and developmental programs.
21. ***Specialized Advanced Training:*** All service personnel receive advanced training in their fields. Their career fields designate a specialized focus and skill building for their individual jobs.ⁱⁱ

The EN-Abled Vet Internship

Mission Statement

The EN-Abled Vet Internship will provide the necessary on line and on the job training, resume support and job interview skills to create a polished market ready professional ready to begin a successful career in healthcare information technology.

Program Objectives

Recognizing the needs of returning military veterans and their families, the EN-Abled Veteran program has developed the following program objectives to help.

- Develop skills to obtain a career in health IT through successful Epic certification and employment.
- To leverage partnerships with healthcare institutions, community colleges and our IT vendor community to create opportunities for veterans and their families to learn new IT skills, that make them competitive and employable in three months or less.
- Be part of a focused leading-edge program. With the nationwide shortage of qualified Electronic Medical Record (EMR) specialists, employee skills obtained through the program will bridge the gap between military and civilian careers.

- Tell their story. Veterans will engage with employees, sharing their experiences and history and creating a greater understanding of life in the military and the sacrifices and services they made to preserve the freedoms we all enjoy.
- Reproduce this successful model at other health care institutions nationwide.

In the healthcare information technology field, it is common to see resumes that are full of impressive accreditations or certifications. Unfortunately, when candidates come in for interviews, they may not have operational experience.

EN-abled Vet gives such experience!

Key component #1: EV gives the opportunity for on the job training, giving the intern the workplace skills in a hospital environment.

The EN-abled Vet Program recognizes OJT as a vital part to a veterans potential for employment. Such OJT should consist of the following components

1. Adequate training must be available to give the veteran the practical information they need.
2. Appropriate employees shadowing that facilitate knowledge sharing with a subject matter expert.
3. Flexible scheduling to ensure time is available for the veteran to take such training.
4. An engaging work center that encourages the veteran to learn and to enjoy



Key component#2: Classroom without walls

Make available any and all current training materials that are either continuing education based or better still, adapting entry level training already in place for new employees.

- Encourage the veteran to explore on line training that may be free or readily available at low cost on line.
- Veterans may not have computers or high speed internet access necessary for online training in their homes. Such tools will be necessary in order to maintain flexibility and connectivity. Consider loaner equipment for
- Partner with organizations that are supportive of veterans. Many academic and commercial schools and business offer course work or training opportunities . Such opportunities or training may be available from

- Prominent IT vendors such as Cisco, Microsoft and Hewlett Packard, Hitachi and NetApp have stepped up to provide on-line training for interns **AT NO CHARGE** which can supplement the healthcare IT career experience.

Key component #3: Spouse and adult child employment

If the military veteran is ill for an extended period of time, EV may accept the spouse or adult dependent into the program. We recognize that household income shouldn't be a barrier to veteran recovery.

Key component #4: Unique resume and job interviewing techniques

Those very same consulting firms that perform resume refresh and mock job interviews also do job searches. While the services are pro bono, the consulting firm is not restricted from making a job placement and obtaining the appropriate finder's fee. Therefore, the consultants have invested interest in veteran placement.

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EN-Abled Vet Training Program

In this 13-week internship, The EN-Abled Vet Program seeks to match military training, military honor, discipline and sense of service, into a program that matches the military character with an IT career. Training occurs in five units...

Unit	Title	Length	Description
1	Orientation	1 week	Interns attend employee orientation. They also learn what their schedule, where they will be working and shadow the help desk to gain familiarity with the technology available to them.
2	Skills development	3 weeks	This unit describes the necessary learning and hands on operation of working with Epic resources to determine the needs of the intern and the potential healthcare opportunities available.
3	Resume refresh / mock job interviews	2 weeks	This unit prepares the student for employment by providing 1-1 resume support and 1-1 mock interviews to make the student as competitive as possible in the market place.
4	OJT and job shadowing and beginning the job search	7 weeks	This is the unit where students shadow the Epic specialist in an on the job training format. Job search and interviews begin here.
5	Alumin / support / post-grad	On-going	This unit describes roles and responsibilities post graduate in order for students to give back and support others who are following in the program behind them.

Unit 1: Orientation (1 week)

Overview

This unit describes the organizational components and learning environment design necessary for essential learning in both a static and mobile environment the beginning steps of the program and the early expectations for veterans to include the framework of how they learn and fit into an IT operational environment.

Prepare the work place and staff for veterans

Military service is a life experience. Veterans bring all kinds of perspectives to the workplace. They have received extensive training in many structured programs and activities. They follow orders easily and quite often possess the skills to see the big picture and to move towards a common goal. Veterans learn by doing as well. It is well understood by the veteran the importance of training, for in the military environment, failure to plan and execute at the proper time could be the difference between life and death.

Aesthetics and dynamics of the workplace should be examined to determine any gaps for incoming veterans. Included in such an analysis should be

- Physical environment.
 - Is the work area ADA compliant?
 - Does the veteran have a designated workspace or cubicle to work from?
 - Are there any special accommodations that need to be addressed?
- Use of technology
 - What technology is available and how does it relate to the job task?
 - What are current policies for bringing in your own device?
 - Are there any assistive technology needs, eg augmentive technology, voice recognition, or software programs such as I gaze.
- Other miscellaneous needs
 - Where to go for help?
 - Access to healthcare if needed
 - Procedures for calling in sick or late.

Proper engagement and support

Veterans should be given every opportunity to achieve success, but that doesn't mean they are to be treated any differently than other employees or students. The EN-Abled Vet Program is an opportunity and a resource, it is not a charity offering. Nor do veterans want it to be. Equal opportunity means equal treatment for all.

Policies should be in place that emphasize these concepts. If veterans are to be treated fairly, they should fall under the same policies, rules and guidelines as other employees and students. As such, veterans should follow the same guiding principles as employees and students. All mandatory training in the academic medical center environment should be completed by the veterans, as well.

Community opportunities

There are a number of military veteran agencies and the landscape is confusing. The primary source for assistance should be the Veterans Health Administration as they are a clearinghouse for helping veterans understand their benefits and the opportunities available to them.

Resources are also available for the military family, particularly those dealt with PTSD and TBI. The EN-abled Vet Program will also train qualified veteran family members should the military veteran be unable to work due to illness or injury.

Unit 2: Skills development (3 weeks)

Overview

This unit describes the necessary learning and hands on operation of working with personal and computers and clinical teams in the IT department and elsewhere in the hospital.

Building the individual program plan

Program methodology may be consistent amongst veterans although differences will exist between content. A common framework is developed for each veteran that matches the maximizes the following Development The field of healthcare information technology is complex...and its not getting any simpler anytime soon. If you looked at the past three decades, healthcare information technology which used to find itself on a desktop hardwired to peripherals, has gone gadget and global. Trends are mobile, social, accessible, cloud storage, analytics and big data a With Facebook, Twitter, Google+ and other social networks we have become much aware of the world we are living in and this is one of the changes being talked about. Social Networking giants like Facebook, Twitter, and Google+ have contributed to create a whole new world where we are free to express our opinion and share it with our friends and peers. This world of social media gives scope to everyone to express and share ideas, thoughts and feelings, who want to be the part of itⁱⁱⁱ. Not surprisingly, given the ubiquity of healthcare information technology, those who have the passion for this change have tremendous opportunities for jobs and career growth.

Experience Transition

Job Description for an Electronic Medical Records Analyst

Electronic medical records analysts establish EMR systems and work to continually improve them through upgrades, expansion, and other ongoing development. They often work alongside software developers and may serve as liaisons between these developers and users of EMR systems. Electronic medical records analysts might work for medical facilities, such as hospitals or physicians' offices, or technology firms that provide consultancy services for health care organizations may employ them.

EMR Analyst Job Duties

EMR analysts are charged with developing effective management strategies and creating better electronic medical records systems. To achieve these ends, analysts create test scenarios for EMR systems, execute these tests, and evaluate the results. If they work on a consultant basis, EMR analysts also gather input from clients. Electronic medical records analysts also might develop policies and procedures for EMR system users, as well as providing training and producing technical literature. Additionally, they might be in charge of ensuring that employees comply with organizational or legal standards.^{iv}

Assessment

With skills and character identified, the veteran moves into the assessment phase. This phase consists of inputs from staff managers and directors will assess current progress and veteran potential based upon the following criteria

Veterans will be assessed in the following skill areas 1-5 (sample):

	Outstanding	Excellent	Fair	Below Ave	Unsat
Technical Skill					
Learning Acumen					
Working with teams					
Market Potential					
Total					

Unit 3: Résumé refresh and mock job interviews

This 2-week unit focuses on working with professional firms in the community who will have a vested interest in getting the veteran hired.

Making the resume relevant

Who better than professional IT consultants to work with the veteran to insure that format, content and approach are in a resume? EN-Abled Vet leverages partnerships with solid IT recruiting firms to make sure the resume brings out important military experience, without heavy military jargon and incorporates new skill learned the EN-Abled Vet internship. Keep in mind that top resume achievements focus on providing the reader with full scope, context and complexity of contributions. In addition, for each resume achievement, consultant help build that mini-story that covers the position challenge, the strategic plan and action steps, and the bottom-line impact of the veteran's efforts. The result is a polished document and the veteran is ready for the next step

Mock job interviews Preparation

These are some of the relevant tips veterans learn.

- Prepare for the session by researching your company/industry of interest.
- Investigate and identify the most common industry traits sought (analytical skills, communication skills, business knowledge and problem solving).
- Script answers to demonstrate your experience with these factors as well as answers to [behavioral interview questions](#), such as "[Tell me about a time when...](#)" and "Can you give me an example of a time..."
- Dress in appropriate attire -- as though this is an actual company interview.

Tips of the trade

- Greet the interviewer with an enthusiastic [handshake](#) and smile.
- Listen to the question asked. Make sure you know what the interviewer wants to know. Ask for clarification if the question is not clear.
- Keep your answers concise and to the point -- two to three minutes long.
- Make sure you are selling the product: You.
- Have [questions prepared](#) to ask the interviewer.

Unit 4: OJT and the beginning of the job search

This unit describes the student exploration phase where individual passions and experiences may be matched with IT learning opportunities through classroom, didactic or online training. It also consists of résumé development and interviewing, so that the veteran can start real interviews as soon as possible.

This area is broken down into the following components:

Listening to veterans' ideas for areas of Study. Listening is key to program selection in the EN-Abled Vet Program. Effective listening enables faculty to that underpins all positive human relationships,

- Gain Insight and Information
- Develop Trust
- Motivate Employees
- Minimize bias and any Miscommunications to date
- Begin the job search

Gain Insight and Information

Listening enables you to acquire knowledge about the veteran and their individual needs and circumstances. By listening to the veteran, for example, you can discover the drive and capability for a Healthcare IT career. You can also gain valuable information about character, likes/dislikes and potentials barriers to success in the program. This additional insight can help you decide where the veteran might fit in career placement



Develop Trust

Listening is essential to building trust. It creates bonds between us as humans and the veteran can gain confidence that the program is a good fit for them and that they will have all the resources they need to gain employment in the IT career field.

Minimize bias and any Miscommunications to date Listening can reduce conflict and clear up any misunderstandings. This works on both sides of the communication spectrum.

Motivate Employees

By exploring needs and desires, the phase can improve morale and productivity by understanding what motivates the veteran. Listen to employees to discover what aspects of the EN-abled Vet Program they find most intriguing and challenging. Get excited together about the potential of the program and the bright future prospects within grasp.

Veterans will have maximum opportunity to engage with others in the workplace setting. Physicians, nurses, faculty, researchers, administrative staff and others make up the academic healthcare environment. Veterans are encouraged to tell their personal stories about their time in service to the extent that they wish to speak about such experiences. While not mandatory, such engagement puts a personal touch to PC support duties and helps breakdown barrier of misunderstanding that may exist for those who are not enlightened about military service.

Beginning the job search

With update résumé complete, to include the hospital experience, and mock job interview techniques practiced, the assisting consultants together seek employment opportunities. Veterans are free to take time away from the program for phone and personal interviews. Should the veteran receive a job offer; he or she is free to take it provided it meets the needs of the veteran. Remember, the purpose of EV is not to finish the program; the purpose of EV is to get a job and build a career as quickly as possible. In many cases, this happens prior to the end of the 13 weeks.



Unit 5: The EN-Abled Vet Alumni Association



Past interns never leave EN-Abled Vet. We keep close tabs on these graduates, still encouraging and still offering any type of assistance needed. Online training programs remain available to the veterans and we hope that veterans will return to periodically to tell their story and encourage other veterans. They may also come back for social events, such as holiday parties, United Center activities or just general fellowship. Most importantly, the veterans connect with those in the program, offering guidance, encouragement and a living example of someone who made it!

The EN-Abled Vet is an internship unlike any other offered to military veterans and their families today. While many companies are offering employment opportunities to transitioning veterans, the EN-Abled Vet unique training approach jump-starts careers in healthcare information technology in Chicagoland and beyond.

The differentiating factors of EN-Abled Vet

- **Success is not measured by percentage of interns who achieve employment.** EN-Abled Vet provides opportunity, not a job guarantee. We will do everything we can to help the veteran and their families, but success is really up to them. We also do not “cherry-pick” our interns. While there is an advantage to having a computer or IT background is helpful, it is not a deal breaker if the veteran has no experience. EN-Abled Vet has learned that character, desire, willingness to work hard and commitment can often times be more valuable than overall experience.
- **The unique on the health care IT job shadowing is found nowhere else.** We have found that although there are generous benefits given to veterans, many of them are misunderstood and not clear to grasp. A veteran has different benefits based upon time of service and when this service took place. Often, the military veteran will get job skills certification training, 2 or 4 year degrees using their Montgomery GI bill, but the end result is still the same: no job because of little to no experience. Frustrated, the veteran searches for how to break in to the civilian market. The EN-Abled Vet internship fills that gap with on the job training beyond the certification and degree. We have a well-rounded technology focused academic medical center, 3 graduate colleges and a medical school. Veterans can choose from a diverse suite of technologies ranging from help desk, database work, web page design and implementation, electronic medical record and much more.

- **If the military member is unable to work due to continuing medical treatment and therapy, EN-Abled Vet will accept family members into the program.** We understand the military family as a cohesive unit, and if the internship can help a family member put food on the table, we will support those families with employment opportunities through the program.
- **The generosity and support of our partners is vital to our success.** Veteran employment is a nationwide problem. It is complex, it is filled with misinformation and it is not right that veterans have to struggle so much to get employment. A hospital is a perfect setting for these programs to provide on the job training with the support of our partners to provide opportunity for this deserving group of men and women.
- **We focus on the whole person.** EN-Abled Vet understands that success is more than certification and experience. The best training will not help bridge the divide between job recruiter and applicant. Many veterans have never put together a professional resume. Many also lack experience in the job interviewing process. Who better than active professional consultants to help bridge these gaps AND get interns hired.
- **Our interns never leave us.** Upon completion of the program, whatever the result, the online training opportunity goes with them. They remain in a volunteer status, the EN-Abled Vet Alumni Association, whose members have access limited to the use of email and ability to access online certification programs. We also keep regularly in touch with all of interns, continuing to provide references, support and further career enhancing opportunities.

Strategic Partnerships

Since inception, EN-Abled Vet has sponsored strategic partnerships with many different agencies in Chicagoland and beyond.

Our partners:

- AHEAD
- Apex Systems
- BOSI global
- CDW
- Cisco Systems
- City Colleges of Chicago
- Epic Systems
- Hewlett Packard
- HIMSS Veteran Career Services
- Hitachi Data Systems
- IBM
- James E Lovell Federal Healthcare Center Veterans Rehabilitation Unit

- Lexmark
- Microsoft
- National Able Network
- NetApp
- Palace Gate, Inc.
- R.L Canning
- Road Home Program
- Rush University Medical Center
- Symantec
- Trend Micro
- Vet-Talk radio

These are partnerships established with not for profit and federal agencies; the EN-abled Vet has been featured in the following media

- Becker’s Healthcare Review
- CBS 2 news
- cio.com
- Executive Insight
- Government Health IT
- Healthcaresystemcio.com
- Hospital & Health Networks
- Institute for Health Technology Transformation
- Modern Healthcare
- Vet Talk Radio



Our interns to date have accepted entry level job offers in the following IT career fields

- Consulting services
- End User Technology deployment
- Not for profit customer service rep
- Data center operator
- Network entry level
- Network specialist
- PC installation

Get Involved – and hire an EN-Abled Veteran

Veterans possess all the skills you are looking for in an individual: honesty, integrity, project management, sense of service, loyalty, and honor. With the skills learned in this program, they are ready willing and able to help your organization with IT support at multiple levels.

Provide Technology opportunities

- Provide laptops and tablets for student use
- Provide software for home or business use
- Help family members with technology or training opportunities

Sponsorships

- Sponsor an intern. \$5,000 is all it costs per veteran

Training opportunities

- Provide onsite or remote training opportunities with existing employee training
- Provide credits for interns to pursue individual training with your company or elsewhere

Resume Development

- Provide professional resume building or refresh existing resumes to bring out military experience and internship program experience

Mock Job interviews

- Provide professional mock job interviews o bring out military experience and internship program experience

Job placement

- Recruiters: Place interns into jobs for your existing clients highlighting their past and recent training
- Companies: Hire interns into your organization

Individual gift

- Make an individual gift to EN-Abled Vet in memory of loved one or friend

The EN-Abled advancing to successful healthcare IT careers simply because they were given a chance to leverage the character and potential they already possessed. Your gift, of any size, goes directly to support veteran employment opportunities. For more information, visit us at www.enabled-vet.org, or contact Jaime Parent, at (312) 942-0640.

Institutional giving

Helping military veterans is not a charity; it is a corporate strategy. EN-Abled Vet is the start of something much bigger. We eventually hope to expand to other career fields where this training strategy is applicable. For example, military transition opportunities exist in security, medical center engineering, radiology, nursing and physicians, and other allied health fields

- Helps us create an agnostic technology cloud, specific for interns that build agnostic technology environments for interns.
- Hire additional FTEs to administer such environment and provider instructor training and vendor liaisons.
- Provide interns with technology and tools to enhance job skills

ⁱ The Wall Street Journal, <http://blogs.wsj.com/briefly/2015/03/19/5-things-to-know-about-the-job-market-for-veterans/>

ⁱⁱ Source: UC Denver

ⁱⁱⁱ <http://webseo22.hubpages.com/hub/How-Social-Media-Has-Changed-the-World-Impact-of-Social-Media-on-Our-Lives>

^{iv} Source: <http://www.study.com>