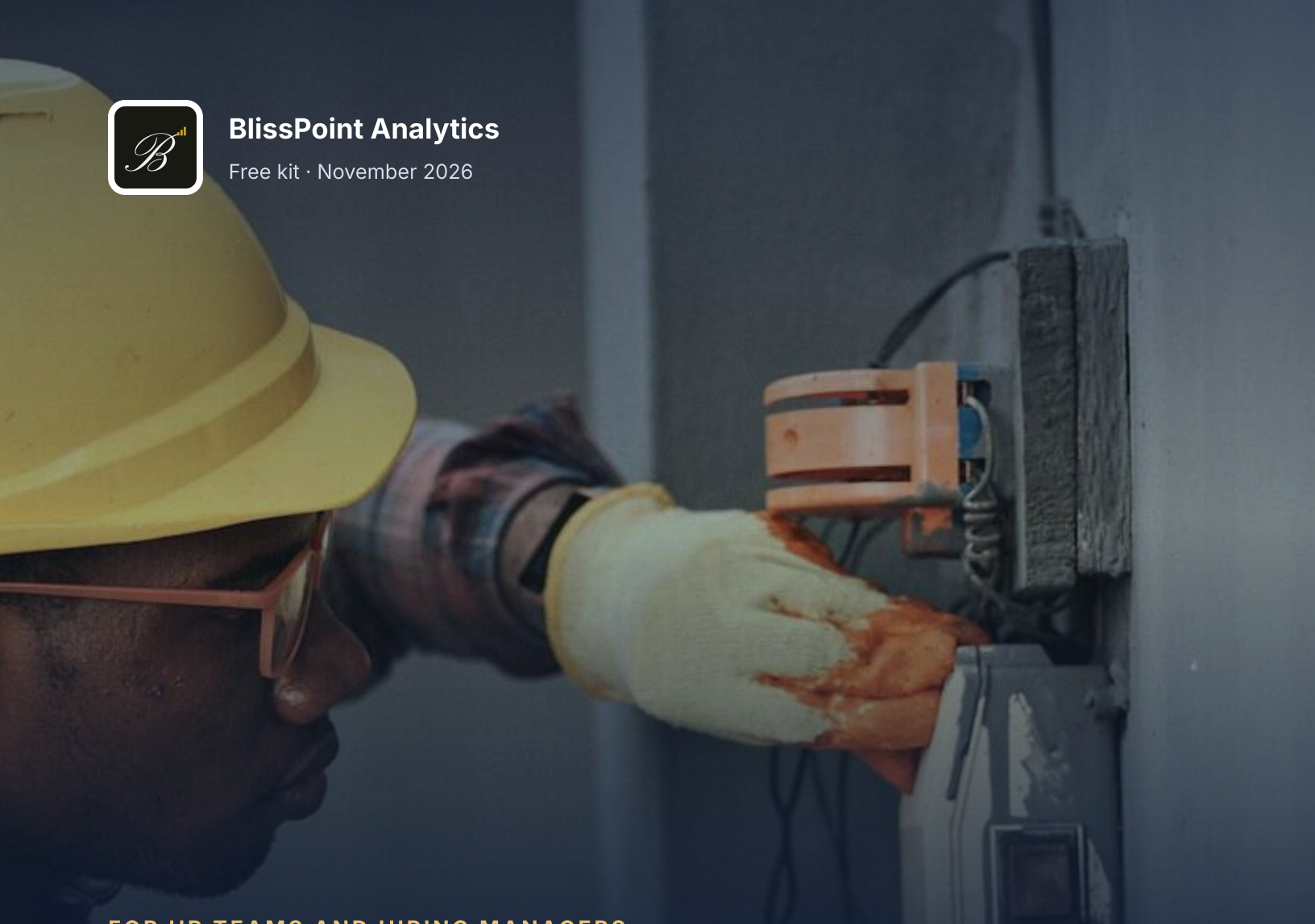


BlissPoint Analytics

Free kit · November 2026

FOR HR TEAMS AND HIRING MANAGERS

The Hire Veterans Kit

A hiring-manager checklist, a military résumé jargon table, structured interview questions, the O*NET crosswalk with BLS pay, and the legal basics.

- One-page hiring checklist
- Structured interview questions
- ASVAB line scores, in context
- Onboarding and retention
- Reading a military résumé
- O*NET crosswalk and BLS pay
- USERRA, VEVRAA and WOTC basics
- Free tools and resources

By Anthony L. Hammock, M.Sc., BlissPoint Analytics · Cover photo: Emmanuel Ikwuegbu on Unsplash

blisspointanalytics.com/hiring-veterans/kit

01 Why this kit, and how to use it

For HR teams, recruiters and hiring managers at companies of any size.

To hire veterans well, read military experience as evidence of specific, trainable skills. Translate the person's military occupation into civilian job titles with O*NET's official crosswalk, check those occupations' tasks and BLS pay, and then assess the job's real requirements with the same structured interview every candidate gets.

17.3 million
veterans in the United States in 2025

3.5%
veteran unemployment rate, 2025

4.2%
nonveteran unemployment rate, 2025

Source: U.S. Bureau of Labor Statistics, Employment Situation of Veterans, 2025, annual averages.

What is inside

Section	Use it when
02 Hiring-manager checklist	You open a role and want veterans to get a fair read, from job post to day 90.
03 Reading a military résumé	A résumé is full of acronyms, ranks and military job codes.
04 Structured interview questions	You are writing the interview guide and scoring anchors.
05 O*NET crosswalk, Atlas and BLS pay	You need civilian equivalents and a market pay range.
06 ASVAB line scores	A candidate mentions scores, or you wonder whether to ask (don't).
07 Legal basics	You need a first orientation on USERRA, VEVRAA and the WOTC.
08 Onboarding and retention	The offer is accepted and you want the first year to go well.

Written by an I-O psychology consultant. The advice follows mainstream industrial and organizational practice: job analysis first, then the same job-related questions for every candidate, scored against written anchors. It is general guidance; adapt it to your roles and confirm legal points with counsel.



A dress uniform and the U.S. flag. Photo: Wesley Tingey on Unsplash.

02 The one-page hiring-manager checklist

Print it, pin it, tick it off for every role.

A Before you post

- [ ] Write the role's must-have tasks and skills from a job analysis, not from the last person in the seat.
- [ ] Remove requirements the work doesn't need (a degree, a specific industry) or name accepted equivalents, such as military training.
- [ ] Look up the civilian occupation in the Occupation Atlas and set the pay range from BLS and market data.
- [ ] Add "military experience welcome; tell us your MOS, rating or AFSC" to the post.

B Screening

- [ ] Run each military job code through O*NET's Military Crosswalk Search.
- [ ] Map the résumé to your must-have tasks: covered, partly covered, needs training.
- [ ] Ask about scope: team size, equipment, budgets, safety duties.
- [ ] Translate acronyms with the jargon table; never screen out for unfamiliar words.

C Interview

- [ ] Use the same structured questions and scoring anchors for every candidate.
- [ ] Accept military examples as full evidence.
- [ ] Don't ask about discharge type, disability, medical history or deployment plans.
- [ ] Score independently before the panel discusses.

D Offer

- [ ] Level the role on the civilian scope of the work, not the military pay grade.
- [ ] Count military training and certifications toward the level and pay.
- [ ] If you claim the WOTC, complete IRS Form 8850 on or before the offer and file it with your state workforce agency within 28 days of the start date (see section 07).

E First 90 days

- [ ] Name one go-to colleague in week one.
- [ ] Write down the unwritten norms: who decides, how to escalate, what "done" means.
- [ ] Set 30, 60 and 90-day goals and check in at each.
- [ ] Record certifications so they count toward promotion.

F Ongoing

- [ ] Know USERRA's reemployment rules for Guard and Reserve members on your team.
- [ ] Federal contractors: check VEVRAA coverage and your affirmative action duties.
- [ ] Review where veteran hires come from and how they progress, by group, not by person.

Legal items are general information, not legal or tax advice. Confirm with the official source or counsel.

03 How to read a military résumé

Translate the words, then read for scope and evidence.

Military résumés are precise but written for a different reader. Read them in three passes: **the job code** (what occupation the person held), **the scope** (people, equipment, money and risk they were responsible for) and **the evidence** (training completed, certifications, results). Ask for a translation instead of guessing; a candidate who explains an acronym clearly is showing a skill you want.

On the résumé	What it means	A civilian reading
MOS, rating, AFSC	The military occupation code: Army and Marine Corps MOS, Navy rating, Air Force AFSC	The job title. Look it up in O*NET's Military Crosswalk Search.
NCO, petty officer, E-5 to E-9	Enlisted leaders (noncommissioned officers)	Supervisor to senior manager, depending on grade and scope. Ask how many people they led.
Squad, section, platoon	Teams of roughly a handful to a few dozen people	Team or department. Ask for the actual headcount.
Officer, O-1 to O-3	Commissioned officers early in their careers	Manager or project lead, often responsible for people and equipment.
OIC / NCOIC	Officer or NCO in charge of a unit, shop or activity	The person accountable for that operation: manager or lead.
TDY, deployment	Temporary duty elsewhere; assignment to an operation	Travel or field assignment. Ask what the work was, not where.
CONUS / OCONUS	Inside / outside the continental United States	Domestic or international assignment.
PCS	Permanent change of station	A relocation; frequent moves are normal and not job-hopping.
SOP	Standard operating procedure	The same in civilian use: written process.
Accountable for equipment worth $X	Signed responsibility for property	Asset management and inventory control.
Evaluations (NCOER, OER, FITREP, EPR)	Formal performance reviews	Performance reviews; the candidate may share bullet points from them.
Security clearance	Eligibility for classified information	Relevant only if your role needs one; clearances are not automatically transferable.

Common terms; meanings vary by service and era. Ask the candidate when in doubt.

> **Read for scope, not title.** A junior leader may have supervised a team, signed for expensive equipment or run a safety program. Ask: How many people? What were you accountable for? What changed because of your work?

04 Structured interview questions for veterans

Job-related, the same for every candidate, scored against anchors.

I-O research finds that structured interviews (the same job-related questions, scored against written anchors) predict job performance better than unstructured conversations. Pick the questions that match your job analysis, ask them of **every** candidate, and invite examples from any setting: military, civilian or volunteer.

Leading people. Tell me about a time you were responsible for a team's results. How many people, what was the goal, and what did you do when someone was struggling?

Look for: clear goal, specific actions, follow-through, outcome.

Changing plans. Describe a time a plan changed at the last minute. What did you do in the first hour?

Look for: prioritizing, communicating, adapting without losing the goal.

Process and quality. Walk me through a procedure you followed where mistakes were costly. How did you make sure it was done right?

Look for: checks, documentation, escalation when something was off.

Equipment or assets. Tell me about equipment, inventory or money you were accountable for. How did you keep track of it?

Look for: systems, audits, how discrepancies were handled.

Training others. Describe a time you taught someone a skill they needed quickly. How did you know they had it?

Look for: breaking the task down, practice, checking understanding.

Disagreement. Tell me about a time you disagreed with a decision from above. What did you do?

Look for: raising concerns through the right channel, then committing.

Learning the unfamiliar. Tell me about a time you had to learn a new system or field fast. What did you do?

Look for: a learning plan, asking for help, results.

The role's core task. [Write one question per must-have task from your job analysis.]

Look for: anchors you wrote before the interviews.

A simple scoring anchor (use 1 to 5 for every question)

Score	The answer...
1	Is vague or off-topic; no specific situation or action.
3	Describes a real situation and reasonable actions; the result or the candidate's own part is unclear.
5	Gives a specific situation, the candidate's own actions and reasoning, and a clear result relevant to this job.

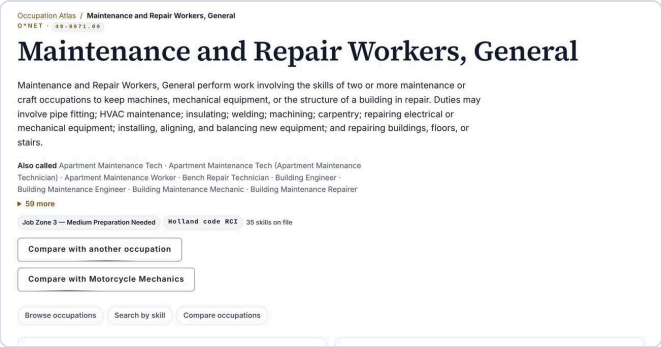
Don't ask about discharge type or status, disability, medical or mental-health history, injuries, VA ratings, or whether the person may be deployed or called up. These questions raise legal risk and say little about job performance. If an accommodation is requested, follow your usual accommodation process. General information, not legal or tax advice.

To draft a full interview guide from a role's O*NET tasks, Organization Viewer's hiring kit builds a starting draft for a person to edit.

05 O*NET Military Crosswalk, the Occupation Atlas and BLS pay

From a military job code to civilian titles, tasks and a market pay range.

1. **Get the code.** Ask for the military occupation code and title and the highest grade.
2. **Run the crosswalk.** Enter it in O*NET OnLine's Military Crosswalk Search (Army MOS, Navy ratings, Air Force AFSC, Marine Corps MOS and more). It returns related civilian O*NET occupations.
3. **Open each in the Occupation Atlas.** The free Occupation Atlas shows tasks, skills and work context from O*NET and, where BLS publishes them, national median pay, employment and projected growth.
4. **Compare with your job.** Mark which must-have tasks the military job covered and which need training.
5. **Set pay on the civilian occupation**, not on the military pay grade.



An Occupation Atlas page: description, alternate titles, Job Zone and tools to compare occupations. Screenshot of blisspointanalytics.com/org-viewer/occupations/....



Its pay and outlook panel, with BLS sources. Screenshot of blisspointanalytics.com/org-viewer/occupations/....

Example civilian occupations to compare, with BLS pay

Occupation	Median pay	Employment	Growth 2025–2035
Logisticians	$80,880	235,640	+17.6%
Transportation, Storage, and Distribution Managers	$102,010	213,000	+6.1%
Maintenance and Repair Workers, General	$48,620	1,531,700	+4.2%
Electricians	$62,350	742,580	+9.2%
Automotive Service Technicians and Mechanics	$49,670	688,840	+5.0%
Heavy and Tractor-Trailer Truck Drivers	$57,440	2,070,480	+3.8%
Construction Managers	$106,980	348,330	+9.1%
Security Guards	$38,370	1,241,770	+0.9%

BLS OEWS May 2024 national median annual pay and employment; BLS Employment Projections 2025–2035 (all occupations +3.5%). Examples only: which occupations fit depends on the crosswalk result for each person. Pay varies by location, employer and experience.

06 ASVAB line scores: context only

Useful background, never a hiring criterion.

The ASVAB is the military's entrance and classification test. Each service adds subtest scores into **line scores** (composites) to decide which military jobs a recruit can train for. The Army uses ten, such as GT (General Technical), CL (Clerical), EL (Electronics) and MM (Mechanical Maintenance).

What a line score is

- An aptitude area measured at enlistment, often years ago.
- Built to place recruits into military training, not to predict civilian job performance.
- Different between services, and formulas change over time.

What to do instead

- Don't ask for scores, and don't set score cutoffs. This kit lists no minimum scores.
- Ask what training the military job required and what the person did.
- Weigh training, certifications and years of work since; they are much stronger evidence.

If you want to understand a score a candidate mentions, read ASVAB line scores explained or the free Complete ASVAB Line Score Guide. Occupation Atlas pages also show which Army line scores' content the civilian work draws on, as context and never as a requirement.



02

Translate military occupations to civilian job titles

The U.S. Department of Labor's O*NET program publishes an official Military Crosswalk Search. Enter a military occupation code or title (an Army MOS, a Navy rating, an Air Force AFSC or a Marine Corps MOS) and it returns the related civilian O*NET occupations. Use it before the interview, so the conversation starts from the civilian work the person has done.

Ask for the military occupation code and title, and the highest rank or grade, on the application or in a screening call.

The hiring veterans guide's crosswalk steps. Screenshot of blisspointanalytics.com/hiring-veterans.

BlissPoint Analytics is not affiliated with the U.S. DoD, any military service or the ASVAB program. Formulas and job requirements change: confirm with a recruiter.

07 Legal basics: USERRA, VEVRAA and the WOTC

General information, not legal or tax advice. Read the official source or ask counsel for your situation.

USERRA

The Uniformed Services Employment and Reemployment Rights Act bars employers from denying hiring, retention, promotion or any benefit of employment because of past, present or future military service. It gives people returning from service the right to be reemployed if they meet its conditions, such as giving advance written or verbal notice, having five years or less of cumulative service with that employer, and returning or applying in time (DOL VETS). It applies to employers of every size.

VEVRAA

The Vietnam Era Veterans' Readjustment Assistance Act applies to federal contractors and subcontractors. The Department of Labor's OFCCP describes it as prohibiting them from discriminating against protected veterans and requiring them to take affirmative action to recruit, hire, promote and retain these veterans (OFCCP). OFCCP says the statute's $100,000 threshold has been adjusted for inflation to a federal contract of $200,000 or more, and a written VEVRAA affirmative action program is required when the company also has at least 50 employees (OFCCP thresholds).

The Work Opportunity Tax Credit (WOTC)

The WOTC is a federal tax credit for hiring people from certain targeted groups, including certain qualified veterans. The IRS says it is available for wages paid to certain individuals who **begin work on or before December 31, 2025**. To claim it, the employer and applicant complete IRS Form 8850 on or before the day the job is offered, and the employer submits it to the state workforce agency, not the IRS, within 28 days after the new hire starts work (IRS). Congress has extended the credit before; check irs.gov for its current status for anyone hired after that date.

> **General information, not legal or tax advice.** Laws, thresholds and credits change, and coverage turns on facts. Confirm with the official source or a qualified adviser before relying on any of this.

08 Onboarding and retention

Most friction is ambiguity, not skill.

The first 90 days

- **One named contact.** Give every new hire a go-to colleague in week one, outside the reporting line.
- **Make norms explicit.** Many veterans come from settings with very clear roles and chains of command. Write down how decisions get made, who to ask and what good work looks like.
- **Clear goals.** Set 30, 60 and 90-day goals with the manager and review them on those days.
- **Translate training.** Map military courses and certifications to your internal levels and record them.

Year one and beyond

- **Development path.** Show the next role and what it takes; many veterans are used to visible progression.
- **Guard and Reserve.** Plan coverage for drills and orders, and know USERRA's reemployment duties.
- **Peer networks.** A veteran employee group or a mentor who has made the transition helps, if people want it.
- **Measure by group.** Track retention and promotion for veteran hires as a group, never by singling out one person.



Photo: Sten Rademaker on Unsplash.

> **Managers matter most.** A short briefing for hiring managers on this kit's sections 03 and 04 does more than any program. Pair it with the checklist on page 2.

09 Free tools and resources

Every link below is free to open.

Hiring veterans guide
The web guide this kit expands on, with sources.

Occupation Atlas
O*NET tasks, skills and BLS pay for every occupation. No sign-in.

Search occupations by skill
Find civilian occupations that use a candidate's skills.

Military to Civilian Career Guide
A free guide to share with candidates.

The Complete ASVAB Line Score Guide
What each Army line score measures.

Organization Viewer
Plan the roles you hire for on a live org chart. Free for up to 50 people.

Workforce analytics consulting
Help with structured interviews and job architecture.

Share this kit
blisspointanalytics.com/hiring-veterans/kit

Official sources

- O*NET OnLine: Military Crosswalk Search
- DOL VETS: USERRA · DOL OFCCP: VEVRAA
- IRS: Work Opportunity Tax Credit
- BLS: Employment Situation of Veterans



The hiring veterans guide. Screenshot of blisspointanalytics.com/hiring-veterans.

References and credits

1. U.S. Bureau of Labor Statistics. Employment Situation of Veterans, 2025 (news release, April 28, 2026). https://www.bls.gov/news.release/vet.nr0.htm
2. O*NET OnLine. Military Crosswalk Search. https://www.onetonline.org/crosswalk/MOC/
3. U.S. Bureau of Labor Statistics. Occupational Employment and Wage Statistics, May 2024 national estimates. https://www.bls.gov/oes/tables.htm
4. U.S. Bureau of Labor Statistics. Employment Projections 2025–35. https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm
5. U.S. Department of Labor, VETS. USERRA: Know your rights. https://www.dol.gov/agencies/vets/programs/userra/aboutuserra
6. U.S. Department of Labor, OFCCP. Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA). https://www.dol.gov/agencies/ofccp/vevraa
7. U.S. Department of Labor, OFCCP. Jurisdiction thresholds and inflationary adjustments. https://www.dol.gov/agencies/ofccp/jurisdictional-thresholds
8. Internal Revenue Service. Work Opportunity Tax Credit. https://www.irs.gov/businesses/small-businesses-self-employed/work-opportunity-tax-credit

BLS veteran figures, the USERRA, VEVRAA and WOTC pages were read on the publishers' sites on November 6, 2026. Pay and projections are from BLS data bundled with the Occupation Atlas.

Photos

- Emmanuel Ikwuegbu on Unsplash, photo page, Unsplash License.
- Wesley Tingey on Unsplash, photo page, Unsplash License.
- Sten Rademaker on Unsplash, photo page, Unsplash License.

Screenshots are of public pages on blisspointanalytics.com, captured November 6, 2026.

About

BlissPoint Analytics makes Organization Viewer, a live org chart with workforce planning and analytics, priced per company and never per user, and the free Occupation Atlas. Anthony L. Hammock, M.Sc., BlissPoint Analytics.

General information, not legal or tax advice. BlissPoint Analytics is not affiliated with the U.S. DoD, any military service or the ASVAB program. Formulas and job requirements change: confirm with a recruiter. This kit is informational and does not guarantee any hiring outcome.