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REAL HEROES IN THE WORKPLACE

Veterans are eminently qualified to fill corporate leadership positions

Every year, poor performance means that organizations waste \$122 million for every \$1 billion spent on projects and programs. But that tide can be turned. According to the Project Management Institute (PMI), the leading membership association for the project management profession, organizations that invest in project management waste 13 times less money because their strategic initiatives are completed more successfully.

And when it comes to finding a project manager who can accomplish a highly complex task with a focus on teamwork, responsibility and accountability, it is difficult to top a veteran.

"At any given time, almost 8.5 million veterans are employable, and a high percentage of them have the background and capability to be project and program managers," says Craig Killough, a graduate of the United States Naval Academy and PMI's Vice President of Organization Markets. "The fact that there is a gap of capacity for project management skills in the country makes this a natural fit."

The best project managers share the same qualities: the ability to work in cross-functional teams, resolve conflicts and manage crises—all while keeping calm. "Veterans come to the table with all of these capabilities," Killough points out. "It's part of their DNA."

Still, the challenge remains to get the hiring organization—as well as the candidate—to recognize that what they've done in the military aligns with these critical competencies. And so PMI's nearly 300 global chapters—with about 150 in the U.S. alone—have stepped in to help bridge the gap.

The not-for-profit's program for Preparing U.S. Military for Project Management Careers focuses on the employment and education resource areas of the White House's Joining Forces Initiative. PMI also offers eight professional certifications—each of

them recognized by the Department of Veterans Affairs and eligible for compensation as part of the veteran's benefit program.

"Our flagship certification is the Project Management Professional," Killough explains. "The PMP has proven to be highly transportable. It's not geographically or domain-specific." Then there's the Certified Associate in Project Management, an entry-level certification for project practitioners, designed for those with less experience.

"Veterans really do have a sense of team, and the ability to follow and lead, all of which matter in the workspace," attests Anne

Marie Dougherty, Executive Director of the Bob Woodruff Foundation, which has touched the lives of 2.5 million veterans by investing more than \$33 million in innovative programs to support our injured heroes and their families. Earlier this month, the foundation's marquee event, the 10th annual Stand Up for Heroes benefit in New York City, was presented by the New York Comedy Festival, featuring celebrities including Bruce Springsteen, Louis C.K., Jim Gaffigan, Jerry Seinfeld and Jon Stewart.

"The needs of our veterans are changing every day, and we must evolve with them," says Dougherty. "Beyond filling positions, it's important to provide opportunities for mentoring and professional growth to ensure that companies retain and view veterans as an asset to their continued success."

After 15 years of nonstop combat, organizations like PMI and the Bob Woodruff Foundation take pride in helping veterans and their families find success in this transition to civilian life. And if a veteran can assume a role that helps a business boost efficiency along the way, that's even better. ■

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—Anne Marie Dougherty, Executive Director, Bob Woodruff Foundation

For a look through a veteran's eyes, visit [PMI.org/ProjectsNeedVeterans](https://www.pmi.org/ProjectsNeedVeterans)

MILITARY SKILLS ARE TRANSFERABLE SKILLS

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Leverage the Benefits of Experience.

Military personnel are ideally suited for a career in project management—a profession that provides them an opportunity to apply the leadership and management skills they perfected while serving our country.

And, project managers are in demand in virtually all business sectors in our project-driven world.

- 1.57 million new project management roles will be created per year globally across project-intensive industries between now and 2020.
- The U.S. anticipates double-digit growth (more than 12%) in demand for project management practitioners, resulting in almost 6.2 million jobs in 2020.



Through the Project Management Institute (PMI) “Program for Preparing the U.S. Military for Careers in Project Management,” those who have served can get the support they need to translate their military skills into a rewarding career in project management—including access to learning resources, certification, networking, and mentorship.

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