

# VeteranSpeak...

An Introduction to the Language of Veterans ,  
and How that Matters

Major Paul L. Evans  
USAF (Retired)

# Veteran Speak...

INSERT  
IMAGERY  
FOR IN-CLASS  
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# VeteranSpeak...

“The Greatest leader in the world could never win a campaign unless he understood the men he had to lead.” GEN Omar Bradley

# Veteran Speak...

“The most persistent sound which reverberates through men’s history is the beating of war drums.” – Arthur Koestler

# Veteran Speak...

“War hath no Fury like a Non-Combatant.” – Charles Edward Montague

# VeteranSpeak...

“In Valor there is Hope.” - Publius Cornelius Tacitus

# Veteran Speak...

“Lord, bid war’s trumpet cease;  
Fold the whole earth in peace.”

- Oliver Wendell Holmes

# VeteranSpeak...

- Introduction
- War & Peace
- Definition of Terms – In Context
- After the war... what “Veteran” means – to society, to veterans
- VeteranThink
- Benefits & Challenges of Veterans’ in the Workplace
- Key Motivators
- Reintegration
- Resources

# VeteranSpeak...

- Introduction
  - Purpose of this seminar
  - Background of the presenter
  - Background of the participants
  - Key Performance Measurements (KPMs) to assess the value of our effort
  - What to do with what we learn

# VeteranSpeak...

- Introduction
  - Purpose of this seminar
    - Develop a stronger understanding of what veterans bring to a workplace
    - Develop a better appreciation for the unleashed capabilities – most veterans – are trained to provide
    - Develop a greater awareness of the role of language, team building, and symbols embedded within the veterans perspective
    - Develop an awareness of how veterans know the world within which we all live – not better, not worse – but distinct
    - Develop our individual leadership and followership skill-sets
    - Materials provided are a baseline: We can/will tailor to YOUR needs and interests

# Veteran Speak...

- Introduction - Instructor
  - Major Paul L. Evans USAF (Retired)
    - Military -
      - ☞ USAF Officer 1993 – 2013 (Active Duty, Traditional Guard Status)
      - ☞ 13B4D Air Battle Manager/Mission Crew Commander Instructor/Evaluator
      - ☞ Counter-Drug Operations, OPERATION DENY FLIGHT (Bosnia), OPERATION SOUTHERN WATCH Kuwait/Iraq), OEF/OIF(x2)
    - Education – VITA Provided Upon Request
      - ☞ MAIS – OSU (Government, Rhetoric and Social Influence)
    - Policy/Political Experience
      - ☞ Monmouth City Council (1989-92), Monmouth Mayor (1999-2002), State Senate (District 10) Candidate (2006), Senior Policy Advisor, Governor Ted Kulongoski (Emergency Management, Military, & Veterans' Affairs – 2007-10), Chair, Governor's Task Force on Veterans' Services (2008-9), Central School Board 13J (2008-11)

# VeteranSpeak...

- Introduction
  - Around-the-Room Self-Introductions of seminar participants:
    - Who are you, why this course?
      - Name, Profession/Profession-to-be, and Closest affiliation, association with a veteran
    - In order to facilitate a greater understanding of the subject (and each other), we're going to have to learn to trust each other – at least a little – so we can communicate, share, & learn
    - Trust is a reservoir: it starts out empty, it fills with experience and time
      - This is a key concept for understanding veterans and the warrior culture itself
    - We will fill the reservoir Together

# VeteranSpeak...

- Introduction
  - Key Performance Measurements (KPMs) to assess the value of our effort – Starting with an End in Mind...
    - Did we learn something new?
    - Did we learn something helpful for your organization?
    - Did we learn something about veterans that will help us facilitate a clearer “mission” perspective for our organization?
    - Did we learn something that challenges our internal methodology for determining organizational priorities and/or plans?

# VeteranSpeak...

- Introduction
  - What to do with what we learn – If not something, then why take a course?
    - Language of the military may be helpful when combined with the language of business, non-profit action, and/or government
    - Knowing general truths about veterans may be helpful in assessing workforce and workplace dynamics
    - Recognizing situations where a culture difference may be an obstacle, and how an alternative path may yield a better result
    - Developing greater awareness of the “veteran culture” may help foster greater engagement with family, friends, or neighbors with veteran experience

# Veteran Speak...

- Introduction
  - Video Presentations (In-Class Seminar)
    - How do we “know” the military and its veterans?
      - Hollywood – movie clips
        - “Air Cav Intro” – Moore
        - “On this beach” – Sgt. Styker
        - “Thou Shall Not Kill” – Ron Kovic
        - “The War Room” – Plan “R”
      - Reality – captured imagery
        - IED Blast
        - Mortar Attack
        - Narrated documentaries

# Veteran Speak...

- Introduction
  - The Tools of the Military (In-Class Seminar)
    - Body Armor
    - Dog tags – Issuance to participants
    - Go-Bag
    - Helmet
    - Uniform
    - Weapons (when/where applicable)

# VeteranSpeak...

- Introduction
  - Summary
    - This seminar provides interested participants with a background on warrior culture as well as an introduction to the emergent modern world for returning veterans
    - Through facilitation of greater awareness of the background, experience, and realities of the service – better communication may become possible

# VeteranSpeak...

- Break

# Veteran Speak...

- A History of War & Peace
  - In-Class Seminar (eVQ Handout)
    - War footage
    - War imagery

# Veteran Speak...

- A History of War & Peace
  - History of Veterans' Policy in the US

# VeteranSpeak... A History of Policy

- Snapshot: 1636 – 1773
  - Colonial Times
- Who were these people?
  - What was a militia – what is it now?
- Expectations within “Colonial America” for average people
  - Jeremiad spillover
- French & Indian War (Impact/Outcomes)
  - British Territorial Gains
- Summary points

# VeteranSpeak... A History of Policy

- Snapshot: 1636 – 1773
- Who were these people?
  - English
  - Dutch
  - French
  - German
  - Scottish
  - Swedes
  - \*\*\* Russian, Spanish... and any nation able to stake a claim in the “New World”

# VeteranSpeak... A History of Policy

- Snapshot: 1636 – 1773
- Who were these people?
  - People with an investment in the New World
    - Remember the difference between “interest, and investment...”
    - Purpose-driven – many were immigrants
    - United in common cause against...
      - Natives – when interests collided
      - Nature – “Carving out New Eden...”
      - Time – Pressures of economics are unforgiving; colonies expanded influence – the lack of colonies was weakness

# VeteranSpeak... A History of Policy

- Five “Regions” of Colonization
  - New England
  - Middle Colonies
  - Chesapeake Bay Colonies
  - Lower South
  - \*\* Frontier (less defined, but undeniable)

1636 – First law established in colonies on “pensions” – provided support for those disabled in colony’s defense (against hostile Indians)

# VeteranSpeak... A History of Policy

- 1636 – First law established in colonies on “pensions” – provided support for those disabled in colony’s defense (against hostile Indians – and others\*\*)
- Most other colonies followed suit
- Empires depended upon blend of regular troops as well as “local militias” to support claims for colonial expansion/success
- Until the time of the Revolutionary War, communities were defended largely through the capacity of its members to fight – universal service, universal expectation

# VeteranSpeak... A History of Policy

- ❑ 1756 – 1763 “Seven Years War” – in America expressed as the “French & Indian War” (note, the title identifies the two enemies of the British)
- ❑ Actually 4<sup>th</sup> expression of conflict largely derived from nationalistic and colonial expansionism between British and French
- ❑ This war “gave” Britain the land known as Canada
- ❑ Historic footnote: France – seeking to compensate Spanish allies, ceded claims to “French Louisiana” west of the Mississippi... setting stage for dynamic development struggles in “the West”

# VeteranSpeak... A History of Policy

## ❑ Summary Points:

- ❑ Prior to the American Revolution it was custom for most able-bodied men to be prepared to fight when needed to defend communities
- ❑ Prior to the American Revolution it was understood as a cultural “norm” that soldiers wounded during conflict were entitled to some form of compensation – if they were rendered unable to work as a result
- ❑ Prior to the American Revolution warfare was common, even if brief and localized in its manifestations – it was a dangerous time, people were hardened to the challenges of scraping together “life” in a hostile land

# VeteranSpeak... A History of Policy

- Snapshot: 1774 – 1859
- Two elements: 1774 – 1811, 1812 – 1859
- Rise of the role of a “regular” army
- Emerging principle of “need” regarding military pensions
- What were cultural expectations on the eve of the Civil War – and why were these concepts important given Lincoln’s fateful decision regarding conscription?

# VeteranSpeak... A History of Policy

- Snapshot: 1774 – 1812
  - Revolutionary War – Never 100% investment of the colonists; roughly thirds – split between Loyalists, Revolutionaries, and Uncommitted \*\*
  - 1776 Continental Congress passed nation's first pension law:  $\frac{1}{2}$  pay for life – loss of limb and/or serious disabilities – funds from states (Congress was broke) \*\*  
In some cases, grants of lands were exchanged for promises of funds
  - 1782 Newburgh Conspiracy – actually forced a move of the US Capitol (dissatisfied troops)

# VeteranSpeak... A History of Policy

- Snapshot: 1774 – 1811
  - 1789 – US Constitution ratified, US Congress assumed burden of paying pension “debts” – continued law passed under Articles of Confederation
  - 1808 – all vets programs administered through US Bureau of Pensions under US Secretary of War

# VeteranSpeak... A History of Policy

## ▣ Snapshot: 1811 – 1859

- 1812 – 1815 “War of 1812”
- Odd chapter of US History – impact left US stronger, but was not pretty
- By 1816 there were 2,200 pensioners (in 1812, laws changed to include veterans and dependents – and survivors)
- 1818 Service Pension Law – provided variation of pension benefits based upon NEED; those that had served in the “War for Independence” and was in need of assistance received fixed pension FOR LIFE (\*\* Not based upon disability)

# VeteranSpeak... A History of Policy

## □ Snapshot: 1811 – 1859

- 1816 – 1820 pensioners increased from 2,200 to 17,730 and represented an increase in cost from \$120,000 to \$1.4 million (per year)
- Congress reorganized the Bureau of Pensions (under Department of War) in 1833 – dedicated unit solely to administration of programs for aiding veterans
- 1840 – Bureau of Pensions reorganized as Office of Pensions under the Navy Department
- 1849 – Office of Pensions assigned to Department of Interior – renamed “Bureau of Pensions”
- 1858 Congress authorized  $\frac{1}{2}$  pay pensions to veterans' widows and orphan children – until age 16 (up from 5 year fixed, when funds available)

# VeteranSpeak... A History of Policy

- Rise of the role of a “regular” army
  - 1802 – United States Military Academy established to avoid future dependence upon foreign military artillerists, engineers and professional soldiers
  - Article 1, Section 8, US Constitution (Temporary Armies)
  - 1817 – 1833 Colonel Sylvanus Thayer transformed USMA into top-tier military academy; “West Point” became a common thread for regular army – preparation for generation of soldiers that would go on to wage Mexican War – and to lead Civil War
  - US emerged as expansionists nation – Mexican War was instrumental in sustaining “Manifest Destiny” philosophy (loss would have surely limited expansionist policies)

# VeteranSpeak... A History of Policy

- Emerging principle of “need” regarding military pensions: Origins of a “justice” doctrine within benefits/pensions
  - NEED as value for consideration
  - Supplemental variable to universal “fairness” doctrine/s
  - Why is a “leg” worth more to one man than another?
    - Leg is not “worth more,” but rather a baseline expectation of care/lifestyle post-service was born
  - Doctrine key to expansion of dependents and survivors
  - Doctrine key to age 16 standard for support

# VeteranSpeak... A History of Policy

- What were cultural expectations on the eve of the Civil War – and why were these concepts important given Lincoln's fateful decision regarding conscription?
  - Remember: 16,000 troops in US Army on eve of Civil War
  - Conscription – though similar to Feudal System, not US custom – Mexican War fought largely with professional military and volunteer militias
  - US Army went from 16,000 to 1,000,000 during Civil War – transformed pre-existing expectations

# VeteranSpeak... A History of Policy

- Snapshot: 1860 – 1897
- The American Civil War – A Definition
- Who led it, Who fought it, and Who won?
- What is significant about the “Civil War” in terms of modern warfare?
- How was Lincoln’s “Reconstruction” strategy different than what evolved – what players had more of a role, what exigencies shaped it?
- What was the GAR, and why is it relevant to Veterans’ History – American Politics?

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- Spanish-American War 1898
  - Adolescent Empire
- Philippine Insurrection 1899 – 1901
  - The Puppy that caught the speeding car
- Sherwood Act (1912) – Automatic payment at age 62 years
- World War I begins (1914)
- War Risk Insurance Act (1914) – Insure American ships/cargoes

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- US enters World War I (1917)
- War Risk Insurance Act Amendments (1917)
- Vocational Rehabilitation Act (1918) – Expanded vocational-rehabilitation training
- Armistice Day (11 Nov 1918)
- Public Health Service adjustments (1919)
- Claims/payments = compensation (1919)
- Veterans' Bureau established (1921)

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- Scandals within the Veterans' Bureau (1923)
  - 1<sup>st</sup> Director Forbes relieved for conspiracy/fraud
- Director Frank Hines' – Reorganization (1924)
  - Modernized structure
    - Medical/Rehabilitation
    - Claims/Insurance
    - Finance
    - Supply
    - Planning
    - Control
  - 62% increase in expenditures (1924-1932)

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- World War Adjustment Compensation Act (1924) – Recognition of “opportunity costs”
  - Loss of jobs, economic uncertainties, and sheer impact of 4.7 million veterans (116,000 KIA, 204,000 WIA)
  - Bonus to WWI Vets - \$1.00/day in US; \$1.25/day for overseas service
  - Fine print: vets with more than \$50.00 bonus had to wait 20 years to redeem full value (generally around \$1,500.00)
  - Many vets sought some form of earlier redemption

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- “Bonus Politics” manifested the frustrations of the Hoover Era
- Bonus Expeditionary Forces (1932)

# VeteranSpeak... A History of Policy

- Snapshot: 1898 – 1932
- Summary Questions:
  - How were the Spanish-American and World War I experiences different?
  - What economic changes took place from the 1870s through the early 1930s in the US?
  - Where were people moving to during this period, and how might that be important?
  - What major changes in terms of veterans' policy had been established – since 1783?
  - How did average citizens of the US view veterans in 1932?

# VeteranSpeak... A History of Policy

- Snapshot: 1932 – 1946
- Hoover Defeat (Bonus Army Role)
- Roosevelt and the BEF (Tragedy in Florida)
- Draft of 1940 – recognition of necessary changes “next time”
- WWII – US “the last industrial base standing...”
- WWII Veterans – 16 Million troops that had defeated true evil (Nazi Germany) and returned home to do in peace, what had been done in war...

# VeteranSpeak... A History of Policy

- VA History: 1945-1947
- GEN Omar Bradley, VA Administrator (replaced Frank Hines – 22yrs)
- 97 hospitals (1946); 1947 built 25 more, additions to 11 others – increase of 12,000 beds
- 15 million returned veterans – pushed capacities to limits – and beyond

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Demobilization: June 1945 – 12 Mil troops; June 1947 – 1.2 Mil troops
- Domestic Pressures force “Demobilization”
- Berlin Airlift
- Truman Doctrine; Marshall Plan
- 1949: China “Falls,” NATO, Warsaw Pact
- “A-Bomb” Defense Policies
- 1950: Korea

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Korea becomes proxy war for US/UN against USSR/PRC (NK and SK become largely irrelevant players)
- 1953: Korean War stopped – not resolved – a signal that an uneasy new structure had formed
- 1954 US/USSR-PRC learning to become comfortable (Cold War thawed a degree)
- War in “French Indochina” (IKE did not help)

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Demobilization: June 1945 – 12 Mil troops; June 1947 – 1.2 Mil troops
  - Truman understood ramifications
    - US “New” Colossus – but Democracy meant that the public had the power (compare to USSR and Europe at same time)
    - This demobilization directly led to the uneasy Cold War as well as the Korean War
      - Conservative tendencies – restrict budgets for military (though this time, not for Vets care\*\*\*)
    - Magic of the GI Bill: there was no revolution

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Berlin Airlift
  - US/USSR Allies that had won WWII – would become competitors
  - Berlin Airlift was an elegant solution that showed resolve without direct military confrontation
  - A lesson for both US and USSR
  - There would be no “peace” between the winners, only hard, costly competition for resources and power

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Truman Doctrine; Marshall Plan
  - Truman Doctrine: “Policy of the US to support free-peoples who are resisting attempted subjugation by armed minorities or outside pressures”
  - Marshall Plan: “It is logical that the US should do whatever it is able to do to assist in the return of normal economic health in the world, without which there can be no stability and no assured peace”
  - Bottom line: US would provide military and economic support for allies throughout the world

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Truman Doctrine; Marshall Plan
  - Greek Civil War
    - February 1947 UK pulls out
    - March 1947 Truman sends support
    - By 1949 US support proven helpful for Greek Independence (defeat of “Communist” revolutionaries)
    - A Lesson for US Policy-makers

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- 1949: China “Falls,” NATO, Warsaw Pact
  - Not unrelated: Global “Chessboard” for major powers
  - Chinese Communists under Mao defeated Chiang Kai-Shek (despite massive amounts of US military aid)
  - NATO (from previous agreements: Dunkirk, Brussels) – Defense Pact for Western “survival”
  - Warsaw Pact (largely for propaganda – USSR would act regardless of individual states’ desires) but it was a political organization to counter NATO

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- “A-Bomb” Defense Policies
  - US held “Atomic” advantage until 1948/9
  - 1945-1949 Belief among US policy-makers that large conventional military unnecessary because of advent of A-Bomb
  - Cold War disproved this theory; the very nature of the A-Bomb (and then Hydrogen Bombs – 1950s) made them nearly unusable – at least for “non-MAD” foreign policy
  - US Forces in 1950 a shell of what they had been just five years before

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- 1950: Korea
  - Four Phases:
  - It became the lens through which we (US, USSR, and PRC) came to understand the new world
  - Very harsh for veterans on all sides – ran counter to every military principle
  - Impacted US and veterans of that war in ways hard to describe; without Korea, Vietnam would not have happened – at least the way it did

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- 1950: Korea
  - Four Phases:
    - Jun 1950 – Sep 1950 “Pusan Perimeter”
    - Sep 1950 – Nov 1950 US push to Yalu
    - Dec 1950 – Feb 1951 Ridgway’s new strategy
    - Feb 1951 – Jun 1953 The “Grinder”
  - Casualties:
    - US KIA 54,229; WIA 103,248
    - SK KIA 227,800; WIA 717,100
    - PRC KIA 132,000; WIA 238,400 (x4 to 5)

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- Korea becomes proxy war for US/UN against USSR/PRC (NK and SK become largely irrelevant players)
  - MacArthur wanted US to fight China directly
  - Truman/Joint Chiefs/Ridgway understood the new “rules” – including sanctuaries
  - A new military strategy came from Korean War: it underscored “containment” rather than “defeat” objectives

# VeteranSpeak... A History of Policy

- Snapshot: 1946 – 1954
- 1953: Korean War stopped – not resolved – a signal that an uneasy new structure had formed
- 1954 US/USSR-PRC learning to become comfortable (Cold War thawed a degree)
- War in “French Indochina” (IKE did not help)
  - This is important – Eisenhower saw risks; not rewards in Indochina
- US continued “peacetime” draft (from 1950 – 1953; 1954 – 1973)

# VeteranSpeak... A History of Policy

- VA History: 1950 – 1954
- Vocational Rehabilitation Act (1950)
- Veterans' Readjustment Act (1952) \*\* Korean GI Bill – reduced financial benefits, imposed new restrictions
- VA Hospitals: 1942 – 1950 from 97 to 151
- VA Reorganized to meet growing workloads:  
Department of Medicine/Surgery; Department of Veterans' Benefits; and Department of Insurance
- Aging WWI and WWII populations became relevant policy issues

# VeteranSpeak... A History of Policy

- VA History: 1954 – 1973 (1975)
  - 4,000,000 Veterans'
- Gulf of Tonkin (1964)
  - Vietnam
    - Neither UN directed “Police Action,” or a “declared war”
    - Gulf of Tonkin Resolution (416-0 US House, 88-2 US Senate)
    - Conventional means in support of any member or protocol state of the Southeast Asia Collective Defense Treaty
  - Areas near Vietnam \*\*
    - Cambodia
    - Laos
    - Thailand

# VeteranSpeak... A History of Policy

- No single, uniting “Vietnam Experience”
  - Rotation Schedules
  - Political Objectives
- Veteran’s “Cohorts” from Vietnam
  - Vastly differing experiences, depending upon “when” and “where” a veteran served in Southeast Asia
    - 1964-1966 – Transition from advisory to combat role
    - 1967-1968 – Escalation
    - 1968-1969 – Khe Sanh & Tet
    - 1969-1970 – Expanding the war (to get out)
    - 1970-1973 – Getting Out
    - 1974-1975 – Waiting for the fall

# VeteranSpeak... A History of Policy

- VA History: 1954 – 1973 (1975)
- Outcomes
  - Disillusioned nation
  - Wide-scale rejection of veterans – not just by society, but by veterans' (WWII and Korean War Veterans')\*\*
    - Remember: WWII Vets had seen US survive Great Depression, defeat the Axis Terror, and build the most powerful economy in world history... Could not fathom how sons “lost” the war...
  - End of the war “disappeared” in other national dramas:
    - Nixon Resignation
    - Oil Crisis, OPEC, and Stagflation
    - Collective will to “move on” without processing Vietnam

# VeteranSpeak... A History of Policy

- 1974 – 1991 (US Military Rebuilding Period)
  - Era of Abrams Doctrine
    - No more wars without national will... A good plan until it wasn't.
    - Coming of Age for Powell and Schwarzkopf
  - Vietnam “Syndrome”
    - US Military “licking” wounds of Vietnam throughout the 1970s into early 1980s
    - Desert One: Low point of US Military (post-Vietnam)
    - El Salvador, Nicaragua test cases for emerging military capabilities under Reagan and his War Secretary Weinberger

# VeteranSpeak... A History of Policy

- 1974 – 1991 (US Military Rebuilding Period)
  - Reagan 80s modernized strategic, tactical, and joint operational capabilities – often through discreet failures
    - Lebanon (US Marines Barracks destroyed because of poor site security protocols)
    - Grenada (Lack of “joint” equipment/training causes unnecessary deaths of US Forces)
    - Libya (Less than “smart weapons” killed daughter at building not targeted, and the French Embassy)
  - The point: veterans of the “new military” unashamed of emerging strength and resolve of a more militaristic US Foreign Policy

# VeteranSpeak... A History of Policy

- 1974 – 1991 (US Military Rebuilding Period)
  - George Herbert Walker Bush unafraid to utilize professional military for limited objectives; US Military ready, willing, and prepared for a more activist role (within a limited war spectrum of operations)
    - OPERATION CLASSIC RESOLVE (1989 Philippines)
    - OPERATION JUST CAUSE (1989 Panama)
    - OPERATION DESERT SHIELD/SWORD/STORM (1990-1991 Kuwait)

# VeteranSpeak... A History of Policy

- Pop culture image of “Vietnam Vet” until 1991
  - Bad guys – really bad
  - Good guys – anti-heroes, “outsiders” – Shane Complex (books, movies, news events)
- A need for Recognition and Restoration of the Warrior Culture
  - Not Defeated, Political Strategy the Cause for Loss/s
- Impact of that image upon policy and society as whole
  - Rambo, Lethal Weapon (1), A-Team, Magnum PI, etc.
- Gulf War – Solution waiting for a Problem
  - Use of major weapons systems, not a coincidence

# VeteranSpeak... A History of Policy

- Post-Desert Storm – 9/11
  - Heroic welcome home
    - Not just for Gulf War Veterans'
    - National attempt at making amends for Vietnam Era
  - New-Normal
    - OPERATION NORTHERN/SOUTHERN WATCH – The Gulf War did not end until 2003
    - Presidents of both parties employed military forces for limited objectives:
      - OPERATION RESTORE HOPE (1992-1994 Somalia)
      - OPERATION DENY FLIGHT (1995-1999 Bosnia)
      - OPERATION SUPPORT JUSTICE (1992-2000 South America)\*\*

# VeteranSpeak... A History of Policy

- Post-Desert Storm – 9/11
  - Pseudo-wars
    - US Military members awarded Armed Forces Expeditionary Medals – could join the VFW
    - US Military members engaged in hostile fire under international authorities
    - “Contingency Operations” the means and ends for military advancement (budgets for organizations, experience for individuals)
    - US Administrations using military force “on the cheap” expanding the role of contracted services, pushing precious funds into technology
    - US Department of Veterans’ Affairs largely static

# VeteranSpeak... A History of Policy

- The Bush Administration goes to war, kind of...
  - **OPERATION ENDURING FREEDOM (Afghanistan)**
    - Initial response special operations, air power, and light infantry through exploitation of local warlords
    - Troop strength originally “capped” (OPLAN Anaconda – set for not more than 5,000 troops)
    - “Nation-building” not an identified aspect of the mission priorities (at first)
    - Saw no need to expand Veterans’ services – small, tailored forces involved – original concept

# Veteran Speak... A History of Policy

- The Bush Administration goes to war, kind of...
  - **OPERATION IRAQI FREEDOM** (Iraq)
    - War of Choice
    - Grossly underestimated cost of troops and impact/s upon long-term commitment (Bush did not prepare US for longest war in US History)
    - Economic Advisor Lindsay fired because of estimate of \$200 Billion Iraq War costs
    - General Shinseki sacked because of Congressional Testimony stating US Army formula/s for post-war occupation operations
      - Until the Rumsfeld Pentagon new flags (admirals/generals) were selected by the bureaucracies of the services, not the political leaders

# VeteranSpeak... A History of Policy

- The Bush Administration goes to war, kind of...
  - **OPERATION IRAQI FREEDOM (Iraq)**
    - Bush Administration did not prioritize funds for expansion of veterans' policy – to increase budgets would be a practical admission of poor planning – was a “non-starter”
      - Poorly planned war
      - Poorly executed transition policies
      - US Department of Veterans' Affairs failures led to public “scandals” that brought attention
    - 2007 Congressional Acts
      - Benefits
      - Education
      - Employment
      - Health Care

# VeteranSpeak... A History of Policy

- The Bush Administration goes to war, kind of...
  - US Department of Veterans' Affairs put under increasing pressure to improve services
    - Media attention
      - Hospitals in poor condition
      - Returning wounded left without adequate care
    - Political agitation
    - Public expectations
      - Frustrations with the lack of coherent policy in Iraq facilitated national groundswell of interest
    - Returning troops
      - Significant stresses on full-time, part-time, and military families
    - Undeniably poor performance

# VeteranSpeak... A History of Policy

- The Obama Administration - Improvement, but Gradual –
  - Selection of Shinseki
    - Symbolic choice
    - Former Chief of Staff of the US Army\*
    - Similar approach to GEN Omar Bradley – has chosen to stay during 2<sup>nd</sup> Term
  - Transformation
    - Poorly implemented because of Congressional expectation and private sector contracting procedures\*
    - 1<sup>st</sup> Term results = an actual increase in time for decisions, decisions often more favorable for veterans seeking remedy

# VeteranSpeak... A History of Policy

- The Obama Administration - Improvement, but Gradual
  - Increases of program funding
    - Undeniable increase in spending (all four Obama budgets saw significant increases in programming)
      - Made the new GI Bill (passed in 2007) functional (original drafting too cumbersome for implementation)
      - More available medical care
        - Modern delivery methodology
      - More available rehabilitative care
        - Traumatic Brain Injury (TBI)
        - Unanticipated consequences of modern trauma-care realities

# VeteranSpeak... A History of Policy

- The Obama Administration - Improvement, but Gradual
  - Work To Be Done:
    - Sustainable reintegration programming at the community level/s
      - Non-profit, private, and public partnerships
    - Sustainable support for the Veterans' Benefits Administration (VBA) in structural and systemic implementation of Transformation Initiatives
      - Higher than anticipated costs for contracted data management systems
      - Requirement for local-flexibilities for Transformation Implementation

# VeteranSpeak... A History of Policy

- The Obama Administration - Improvement, but Gradual
  - Work To Be Done:
    - Sustainable solutions for challenges of declining veterans' numbers even as costs exponentially increase (because of dramatic change in "from battlefield to operating room" norms/survival rates)
      - The formulas are changing
      - Requirement for new, shaped models
    - Transparency in claims process; improved, but widespread frustrations remain
    - Transfer from paper to electronic systems far more costly, messy than originally believed

# VeteranSpeak... A History of Policy

- The 2012 Election impacted Veterans' Policy
  - Shinseki Team will remain into the 2<sup>nd</sup> Term
  - Congress largely “fenced” VA Programming from Sequestration cuts
  - Geopolitical pressures for redeployment of Afghanistan troops – adds pressure for improved effectiveness, efficiencies within VA
  - Unknown status of “in-progress” Transformation Initiatives
  - Summary

# VeteranSpeak...

- Break

# Veteran Speak...

- Definition of Terms – In Context
  - Veteran
  - Combat Veteran
  - Mission
  - Objective
  - Rules of Engagement (ROE)
  - Casualty
  - Collateral
  - Risk
  - Value
  - Function of the Military

# Veteran Speak...

- Definition of Terms
  - Military Culture
  - Warrior Culture
  - Language of Military Leadership & Followership
  - Language of Team Building
  - Language of Symbols
  - Language of Business
  - Language of Life
  - Clarity of Communications \*
  - “Lens” of perspective – associated frames, guides, and values

# Veteran Speak...

- Definition of Terms
  - Terms are more than “jargon”
    - Words define realities of developing worldview
    - Meanings associated to terms form a foundation – a foundation that lies “outside” mainstream contexts
    - Language and structure help determine cultural identities
      - Military Culture – Warrior Culture
        - Cultures inside a culture
          - ☞ Officers, Enlisted, and Warrants
          - ☞ Commissioning Source (Academy, OTC/S, ROTC)
          - ☞ Departments (Tribes): Air Force, Army, Marine Corps, Navy, and the US Coast Guard (during wartime)
          - ☞ Clans: Air, Land, and Sea combatants – and the systems bands use to fight and win wars

# Veteran Speak...

- Definition of Terms
  - Military Life
    - Military life is NOT civilian life – for a purpose
    - Training conditions the body, mind, and spirit of a military member
    - “Truth” is reinforced 24/7 within a culture distinct and separated from “normal life”
    - Embedded value-systems teach, govern, and sustain a particular set of principles
    - Members write a “blank check” up to and including the value of their life at the moment s/he raises a hand and recites the oath

# Veteran Speak...

- Definition of Terms
  - Veteran - **LEGAL DEFINITIONS**
    - Member (Past) of the United States Armed Forces (US Air Force, Army, Coast Guard, Marines, or Navy) for a period of at least 180 days of Active-Duty
    - Member (Past) of the United States Armed Forces retired for medical reasons with service of less than 180 days of Active-Duty
    - Member (Past) of the National Guard or Reserves with a retirement letter for service of 20 years or more
    - Veterans know the difference between combat and non-combat experiences: non-veterans should not try to differentiate too much – things are not always what they appear

# Veteran Speak...

- Definition of Terms
  - Combat Veteran
    - Veteran with “combat” experience
      - Subjective
        - Direct Fire
        - Indirect Fire
        - Target acquisition – confirmed “kills,” unconfirmed “kills”
      - Variation of legal definition depends upon branch of service
      - Reality is simpler: If a veteran believes s/he has come under fire – then they believe they are a combat vet...
      - Wars are NOT always declared and/or “officially sanctioned”
      - Combat Veterans do not like to be asked questions about combat experiences – if/when trust is established – they will or will not share at their own pace

# Veteran Speak...

- Definition of Terms
  - Mission
    - The action/s to be executed
      - Above everything, everyone else – always
      - The objectiveness of the mission itself provides emotional “justification” for rational decisions that may contradict deeply held personal values, beliefs, and attitudes
    - Legitimate because it is from a lawful authority
      - A trust in the “goodness” of the authority to make wise choices
    - Inherently necessary
      - Risks have been considered by higher authorities and actions have been deemed “necessary”
    - Worthwhile – worth the potential costs

# Veteran Speak...

- Definition of Terms
  - Objective
    - Desired mission outcome/s: measurable definition of accomplishment and/or failure
    - Executable tasks (difficult but realistic taskings)
    - Clear objectives involve minimum outcomes, timelines, and contingency plans for achieving explicit/implicit requirements
      - Objectives are met, or unmet, rarely a “middle ground”
      - Objectives are understood in terms of requirements for accomplishment: equipment, personnel, and tactics, techniques, and procedures (trust that with the right blend of required tools, the job can be done)

# Veteran Speak...

- Definition of Terms
  - Rules of Engagement (ROE)
    - Operational landscape: the boundaries of what can/cannot be done in order to execute the mission
    - Rules of the “game”
    - Constructed environment
      - The tension between “Operators” and “Others” (logisticians, supporters, sustainers) is critical: Not everything is a priority, but some things are an urgent priority
        - Experience reveals the differences
      - Two Approaches to decisions in operational environment:
        - Everything NOT explicitly denied = Allowed
        - Everything NOT explicitly defined = Not Allowed
        - “Easier to ask for forgiveness than permission...”

# Veteran Speak...

- Definition of Terms
  - Casualty
    - Person, place, or thing impacted by operations associated with execution of the mission
    - Usually “accounted for” in the pre-event planning processes
    - Depending upon situation – a casualty is a face or a statistic, but a casualty is always both – even when veterans try to reclassify realities for simplicity

# Veteran Speak...

- Definition of Terms
  - Collateral
    - Consequences related to actions associated with legitimate operations
    - Often expressed in “damage” but can be positive result (in certain cases)
    - Persons, places, or things nearby legitimate targets – purposeful “accidental” targets
    - Often unanticipated – but sometimes anticipated (and authorized)

# VeteranSpeak...

- Definition of Terms
  - Risk
    - Associated with implementation of operations
    - All operations carry risk
    - Reality comprised of conflicting choices with varying costs; only the naïve believe there can be “surgical” military operations absent cost, loss, and risk
    - Risk of adverse outcomes can be mitigated, but NEVER completely prevented
    - The more complex the operation, risks increase exponentially

# Veteran Speak...

- Definition of Terms
  - Value
    - Life, property, success, and failure are all “values” in the equation of mission execution
    - Varying standards associated with strategic, operational, or tactical perspective
    - Good staffing produces balanced plans that prioritize value accordingly: risk to reward, costs to benefits

# Veteran Speak...

- Definition of Terms
  - Function of the Military
    - Worldview informs our imagery:
      - Department of War
      - Department of Defense
      - Invaders
      - Peacekeepers
      - Nation-building
    - Language of those values:
      - Kill – difference between Murder, Self-Defense, and Executive Action/s
      - Enemy – difference between “them” and “us”
      - Action – difference between war (sanctioned), revolution (a cause), cleansing (ethnic), criminal behavior (who judges?)

# Veteran Speak...

- Definition of Terms
  - Function of the Military
    - Break Things, Kill People
      - Mobilize all necessary means to achieve objectives established by legal authorities, with the people, resources, and timelines provided
      - To organize violence in a swift and horrible manner in order to expedite mission requirements at the least cost of life and property damage.
      - Legal violence instigated in order to defend: life, liberty, ideals...
    - War impacts all it touches – especially veterans
      - Whether veterans pulled the trigger, or fueled the jet
      - All of us in the “kill-chain”

# Veteran Speak...

- Definition of Terms
  - Military Culture – Meets Anthropological Definitions
    - An identifiable group with customs, language, and state-like characteristics as
      - Military is NOT a job;
        - Profession of Arms is a calling (similar to clergy)
        - It is a 365 day/year total experience
        - Laws/Rules applicable to members-only, invisible (often confusing) to “others”
        - Inherent ritual and symbolic value-sets for self-governance, sustainment
        - US Military believes itself to carry the weight of history

# Veteran Speak...

- Definition of Terms
  - Military Culture – Meets Anthropological Definitions
    - Defenders of Democracy, Not Practitioners
      - US Military exists to defend our Democratic Republic
        - Civilian Control of the Military is Paramount
        - Knowing sacrifice of individual freedoms to ensure community freedoms
          - military members are aware, proud of this distinction

# Veteran Speak...

- Definition of Terms
  - Military Culture
    - Interesting aspects about military culture
      - Nothing is “off-limits” in terms of military control over members – while in service – constraints upon finances, health, even sex
      - Unique perspectives that are often at-odds with civilian culture
      - Transition from small professional military with conscripts (draft) into larger standing “professional” (all-volunteer) military sustains an “other” mentality reinforced through experiences
      - Afghanistan/Iraq experiences different than all previous conflicts
        - Rumsfeld Doctrine
          - ☞ Smaller “tooth-to-tail” ratios\* (Reflecting a strictly utilitarian perspective)
          - ☞ Expeditionary foundation – all troops battlefield (trigger-pullers)

# Veteran Speak...

- Definition of Terms
  - Military Culture
    - Modern Military Realities
      - Suicide rates among 18-34 year olds remain twice (2x) US national average among veterans
      - 4-5 combat tours average for US Active-Duty troops; 3-4 combat tours average for US Reserve Component
      - Military culture still treats PTSD as an individual rather than a contextual “problem” – worse as US DoD resets force (RIFs)
    - Veteran Realities:
      - Homeless Rates among veterans remain twice (2x) US national average
      - Unemployment rate among veterans remain significantly higher – with employers increasing weary of hiring vets\*

# Veteran Speak...

- Definition of Terms
  - Military Culture
    - For military members and veterans, “Military Culture” means acceptance, family, and safety
      - Non-military culture is often viewed with distrust
      - Especially for younger veterans without much non-military life experience – the world beyond the uniform is dangerous and unknown
    - There is an admitted irony among veterans: serving in the military best expressed by an Iraq War Phrase... “Embrace the Suck...” – it means despite the circumstances, it is always worse outside the wire... without your equipment, your support, or your team

# Veteran Speak...

- Definition of Terms
  - Warrior Culture
    - Larger than US Military Culture
      - Intergenerational relationships
      - Era specific perspectives
    - Historical perspectives
      - Myths carry meaning; truths if not specific truth
      - Narratives of the “warrior”
        - Constructed, reaffirmed, sustained – transformed through cultural sensitivities
        - Courage, honor, sacrifice – values grounded in heritage/history
  - Universal truth
    - Warrior culture distinct – similar, but never same as community warriors serve

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Strategy
    - Operations
    - Tactics
    - Leader
    - Follower
    - Situational Leadership
    - Mission Accomplishment
    - Chain-of-Command

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Strategy – Strategic Level Decisions
      - Level of activity (War) that determines national or international security objectives and guidance – with allocation of national resources to achieve identified objectives
      - World War II – Strategy: Fight multiple theaters of war with focus upon Europe, then Japan
      - Gulf War – Strategy: Liberate occupied Kuwait and return Iraqi forces (with government intact) to pre-war territorial boundaries
      - Provides security for national defense of people, resources and freedom of action/s

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Operations – Operational Level Decisions
      - Level of activity (War) at which campaigns and major operations are planned, conducted, and sustained in order to achieve strategic priorities
      - OPERATION LINEBACKER – Bombing campaign of Hanoi (1967)
      - OPERATION ELDORADO CANYON – Bombing campaign of Tripoli (1986)
      - OPERATION DESERT STORM – Campaign for liberation of Kuwait (1991)
      - OPERATION IRAQI FREEDOM – Campaign to topple Saddam Hussein (2003)

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Tactics – Tactical Level Decisions
      - Level of activity (War) at which battles and engagements are planned and executed in order to achieve military objectives assigned (in support of OPERATIONAL PLANS and STRATEGIC DOCTRINE)
      - Maneuver units
      - Teams
        - Train together
        - Perform together
        - Succeed/Fail together
        - Reliant upon each other

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Tactics
      - Organization of work required to meet tactical directives of operations plans, determined through strategic doctrine
      - Specific “to-do” list/s
      - Measurable
        - Mission Accomplish or Failure
        - Objective standards
      - Reportable
        - Can be described and/or explained to observers
        - “Real”
      - Usually interdependent

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Leader
      - Core Principles – Integrity, Selflessness, Professionalism, Craft Excellence, and Loyalty
      - “Owns” responsibility for mission accomplishment as well as for health/welfare of the followers entrusted to the leader
      - Leaders train subordinates to take-over if needed; prepare for ascension if needed; and “mentor” leaders within their team on methods of taking care of troops
    - Leaders
      - Get to work first, eat last, and sleep least
      - Know their team – and know how to motivate individuals within it

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Leader
    - Video Presentations (In-Class Seminar)
      - What is LEADERSHIP within the military? What are the ideals to which leaders embrace?
      - Hollywood – movie clips
        - “Stars & Stripes” – Patton
        - “We were Soldiers” – Mobilization Speech
        - “What we’re fighting for” – Joshua Chamberlain
        - “Answers” – Colonel Nathan Jessup
      - Reality – captured imagery
        - Narrated speeches of commanders/leaders explaining the realities of pre-event exigencies

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Follower
      - “Active Followership” – Requires followers to be aware of the mission importance, the major components of success, and be “forward-leaning” anticipating tasks
        - Good Followers anticipate what is needed to get the job done
        - Good Followers ensure their gear is wired tight; they make time to help with unanticipated (but likely) surprises in the pre-mission planning
        - Good Followers ask the questions that need to be asked, in an appropriate manner; they prepare themselves for the implicit requirements of the mission forecasted

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Follower
      - Is not “reactive,” but “proactive” – asking questions when necessary, performing tasks with consistent excellence, acts with limited oversight in order to achieve desired results
        - If ordered to complete a patrol – the team plans, checks/re-checks equipment, takes care of personal and/or unit tasks that will be “due” prior to the patrol
        - Ex: If Sergeant is ordered to hang pictures, troops find hammers and remain ready with nails – and a level
      - Motivated, committed, and able to step-up when events require doing so

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Follower
    - Video Presentations (In-Class Seminar)
      - What is FOLLOWERSHIP within the military? What are the ideals to which leaders embrace?
      - Hollywood – movie clips
        - “Sparkplug” – GEN Beringer
        - “A New Language” - McNamara
        - “My Mission” – Capt Miller
      - Reality – captured imagery
        - Narrated speeches of commanders/leaders explaining the realities of pre-event exigencies

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership (USAF Officer Ascension Training)
      - Based upon Motivation and Skills
      - Directing (S1)
        - Low Motivation, Low Skills
      - Coaching (S2)
        - High Motivation, Low Skills
      - Selling /Supporting (S3)
        - Low Motivation, High Skills
      - Delegating (S4)
        - High Motivation, High Skills

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership (Blanchard & Hershey)

D <sub>4</sub>	High Competence High Commitment	Experienced at the job, and comfortable with their own ability to do it well. May even be more skilled than the leader.
D <sub>3</sub>	High Competence Variable Commitment	Experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well / quickly
D <sub>2</sub>	Some Competence Low Commitment	May have some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them.
D <sub>1</sub>	Low Competence Low Commitment	Generally lacking the specific skills required for the job in hand, and lacks any confidence and / or motivation to tackle it.

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership (Blanchard & Hershey)
      - Methods of planning the mission with the equipment, people, and skills available
      - Military “delegation” of duties is based upon the appropriate amount of decentralization of authority and responsibility to the lowest levels of command
        - At the lowest levels of command, leaders (and followers) are expected to (and relied upon to fulfill) tasks based upon relative motivation/skill
        - Always start S1, until all personnel are in-synch
        - Progress through the various options based upon exigencies of the mission, capabilities of your team, and the leadership abilities of your mid-level leads

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Planning
      - Organizing
      - Coordinating
      - Directing
      - Coaching

\*\* Communication flow between every step (throughout process)

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Planning – Developing the macro-level vision of the objectives associated with the mission, of the means to achieve the ends
        - Always have a plan
        - Plan the work, work the plan
        - Plans reveal opportunities in equipment, personnel, and resources for mid-course adjustments (that will happen)

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Organizing – Putting the tasks onto units of personnel (with resources) to responsibly achieve tasks within timeline provided
        - Fixing resources to specific tasks and outcomes (on a timetable)
        - Fitting capabilities to requirements
        - Framing contingency options with available equipment, personnel, and resources

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Coordinating – Working with unit-leads to ensure understanding of expectations, preparedness for tasks, and placement/timing of assigned responsibilities
        - Interactions with leaders at all levels involved in the operational plans in order to facilitate best use of available equipment, personnel, and resources
        - Ensuring all are on the same page; even when it is difficult to do so

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Directing – Initial plan implementation stage – always chaotic until teams get into situational rhythms: Start S1 with orders until teams in the field evolve
        - Providing specific guidance – as specific as necessary until unit leadership is capable of assuming full-spectrum operations
        - Baseline direction: S1 leadership at first, with circumstances-driven decision-making in terms of situational requirements

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Coaching – Transference of control to lowest elements while maintaining command authorities – coaching teams to goals
        - Facilitating outcomes
        - Motivating unit leadership and followership to execute decision-making required for stated mission outcomes
        - Teaching, training, and assisting the team in pursuit of mission accomplishment

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Situational Leadership – Major Areas of activity
      - Planning
      - Organizing
      - Coordinating
      - Directing
      - Coaching

\*\* Communication flow between every step (throughout process)

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Mission – Revisited in Context
      - That which is to be accomplished because of prioritized necessity
      - Traits: larger than any one person – or person's capabilities; bound to a larger – more essential strategic value; measurable, and reportable
        - Contrasted to “goals” (Must versus should)
        - Lives usually at-risk
        - Consequences for failure
        - Degree of professionalism generally involved in selection of personnel, resources, and tactics
        - Timelines usually inflexible – because of outside forces and/or battlefield dynamics

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Accomplishment: More than a word
      - Mission
        - Completing all assigned tasks with minimal collateral damage to people or things
        - Getting it done in a manner that brings honor and credit to the organization and its membership
      - Personal
        - Proving value to the unit, the organization, and the larger purpose of the organization
        - Becoming a “chosen” member of the team when danger and/or crisis arises

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Rules of Engagement – As it pertains to Leadership & Followership
      - Authority to act
      - Boundaries of behavior
      - Legal sanction for full spectrum activities
      - Definition of terms inherent to ROE
        - Allies
        - Enemies
        - Limits of legal violence
    - Consequence for breaking ROE (Leadership responsibilities)
    - Moral rationale for engagement

# Veteran Speak...

- Definition of Terms
  - Language of Military Leadership & Followership
    - Chain-of-Command
      - Authorities decentralized from President down to superiors operating “over” troops
      - An “understanding” that troops engaging enemy within constraints of the published ROE are doing so with legal and moral authority to do so
    - Trust in the Chain-of-Command
      - Two-way channel: superiors trust troops with time, talent, and treasure required for mission accomplishment; troops trust that actions are “necessary”
      - Essential element for war-making: broken trust shatters the capabilities of an organization
    - Veterans may not like command, but follow it – until they cannot

# Veteran Speak...

- Definition of Terms
  - Language of Team Building
    - “WE” is more powerful than “I” in the military
    - Adversity and challenge build teamwork
      - There has to be testing
        - Objective standards
        - Worthy of individual/team time, talent, and treasure
      - There has to be storming
        - Team membership must experience all phases of team-building (often in rapid fashion)
        - Melded into stronger metal – shared identity
      - There has to be accomplishments to share
        - After the fight – glory a part of narrative
        - No glory, no value in pursuit of mission accomplishment (hollow)

# Veteran Speak...

- Definition of Terms
  - Language of Team Building
    - In-Class descriptions of how to identify (and understand) objective recognition programs within the military
      - US DoD Guidance for Individual medals
      - Performance Reports
      - Promotion Recommendations
      - Ribbon Racks

# Veteran Speak...

- Definition of Terms
  - Language of Team Building
    - Veterans expect leaders to be aware of their accomplishments and that the system will reward hard work and dedication
      - Ribbons/Medals exist as symbols of team accomplishment
      - Ribbons/Medals exist as symbols of individual impact for team accomplishment
    - Veterans thrive in environments where teams are rewarded and/or punished – pitting individuals against each other is hard on team morale, effectiveness, and trust
      - Motivation related to inspiration of leadership
      - Teams exist as both means and ends

# VeteranSpeak...

- Definition of Terms
  - Language of Symbols – Vessels of Meaning
    - In-Class Exercise
      - Flag
      - Poster
      - Post-exercise discussion

# Veteran Speak...

- Definition of Terms
  - Language of Symbols – Vessels of Meaning
    - Ceremony
      - Some events demand a public event, public recognition – even if it lasts for a few minutes
      - History is forgotten – sacrifices lost to memory – without ceremony or rituals
      - Military holds ceremonies for many types of life events that civilian society may not understand
      - This is purposeful, not accidental

# Veteran Speak...

- Definition of Terms
  - Language of Symbols – Vessels of Meaning
    - Ritual
      - Establishes and sustains a sense of common bond – among practitioners of the craft
      - Heritage – legacy of unit and its members is often bound through a ritual (performing the same ritual over generations)\*
    - Symbols
      - Coins, Flags, Patches – Mascots – (Burke: Identity through division)
      - Warriors have a personal relationship with symbols (not always the same, but a projection of value-sets reflecting ideals – things larger than the individual)

# VeteranSpeak...

- Definition of Terms
  - Language of Symbols – Vessels of Meaning
    - Napoleon, “A soldier will fight long and hard for a bit of colored ribbon...”
    - Pride in the organization MATTERS
      - Something that will survive after a veteran makes “their” mark, something important enough to endure through time
    - Proof of “worth” within membership of an organization that understands what badges/medals/ ribbons mean
      - “Ribbon racks” share a narrative of facing and passing tests throughout a career of service
      - A Visual resume for members to “know” each other (like a sniff test)

# Veteran Speak...

- Definition of Terms
  - Language of Business
    - Corporate culture far different than military culture
      - Western lexicon full of war metaphor – often devoid of concepts associated with them
    - “Profit-motive” is NOT a comfortable replacement for many veterans
      - Military culture does not elevate instances where one member benefits at the expense of the few, or the many (civilians and/or innocents – yes, but not full members)
      - Military culture views glad-handing and “the game” as distasteful
      - Military culture emphasizes building a team “up,” rather than individual contests

# VeteranSpeak...

- Definition of Terms
  - Language of Business
    - Business people often use terms of war – without understanding its Rules:
      - Leaders own failure, teams own success
      - Leaders can be sacrificed for the good of the unit
      - Never leave a member of the team behind
      - Enduring glory over ephemeral “comfort” anytime, every time
      - Leaders eat last, sleep the least, and begin preparing for movement as soon as the team beds down...

# VeteranSpeak...

- Definition of Terms
  - Language of Business
    - Stockholders role is often confusing for veterans
      - How – why – can leaders prosper when followers fall?
      - Leaders lead from the front, not the rear (never do they “fade” away)
    - The use of the term “goals” can be problematic
      - Goals are often too squishy for veterans to adopt as “real” and legitimate: missions invoke requirements and consequence if not accomplished
      - Objectives in the civilian (aka corporate) world often lack detailed metrics for veterans to capture relative progress

# Veteran Speak...

- Definition of Terms
  - Language of Life
    - Friendship – the lasting kind
    - Groundhog's Day – Fiction that reflects portions of war reality
    - Love
    - Loss
      - Bad Days
      - Worse Days
    - Risk \*\*
    - Reward
    - Family
    - Trust

# VeteranSpeak...

- Definition of Terms
  - Lens of Perspective/s
    - Human beings are always subject to individual origin:
      - Age (and cohort experiences of that age)
      - Education
      - Faith
      - Gender
      - Group Association
      - Political Affiliation
      - Socioeconomic Background
      - Professional Orientation \*\*\*

# Veteran Speak...

- Definition of Terms
  - Lens of Perspective/s
    - “The only war is the war you fought in. Every veteran knows that...” – Allan Keller
    - We know what we know, because we know – and don’t know
    - The value of a rhetorical analysis of war: how we know it, how we communicate about it, and what we mean when doing so
    - In-Class discussion of Max Black and the “lens” theory of rhetorical construction – and its function within sustaining the warrior culture

# Veteran Speak...

- Definition of Terms
  - Lens of Perspective/s
    - Consider the context through the Evans Violence Quotient™
      - eVQ Handout (In-Class Seminar)
      - Data conclusive:
        - Afghanistan/Iraq Veterans' are more likely to experience significant trauma during service
        - Afghanistan/Iraq Veterans' are more often sent into (and back into) combat environments
        - Afghanistan/Iraq Veterans' are less likely to have community resources available to them upon return to US (except for specific policies put into place by the government)

# Veteran Speak...

- Definition of Terms
  - Clarity of Communications
    - Take the time to ensure everyone is saying the same thing... with the same language

# Veteran Speak...

- Definition of Terms
  - Clarification of Communications
    - With respect to Churchill – we are one society separated by a common language
    - “Secure the apartment building...”
      - USMC executes small unit maneuver with artillery support, and level the building – killing all the inhabitants
      - US Army executes containment protocols, uses grenades to clear entry pathway – killing some inhabitants, bringing the rest out in zip-tie cuffs
      - Police execute warrant with potential pathways covered, awaiting potential resistance from inhabitants
      - Firefighters execute RECEO (rescue, exposure, containment, extinguishment, and overhaul) procedures sending the wounded to the hospital
      - USAF executes a six-month lease after helping inhabitants move

# Veteran Speak...

- Definition of Terms
  - Clarification of Communications
    - “Suspense”
    - “Engage”
    - Consider this “conversation...”
      - “Viper 01, Wizard, Radar Contact, Heavy Group, Bulls eye 250/ 27 miles, spades...”
      - “Wizard, Viper 01, three contacts, EID MiG-29s, hot...”
      - “Viper 01, Wizard, “hostile,” engage...”
      - “Wizard, Viper 01 flight, hostiles engaged, time out...”
      - “Copy, BDA when able...”
      - Viper 01, Wizard, splash three Fulcrums, Winchester, Bingo - RTB...”

# Veteran Speak...

- Definition of Terms
  - Clarification of Communications
    - “Alligator”
    - “Anchor”
    - “Bead window”
    - “Bogey dope”
    - “Champagne”
    - “Confetti”
    - “Fox”
    - “Furball”
    - “Hostile”
    - “Maddog”

# Veteran Speak...

- Definition of Terms
  - Clarity of Communications
    - “River City”
    - “Rolex”
    - “Scram”
    - “Shadow”
    - “Skate”
    - “Skosh”
    - “Snap”
    - “Stern”
    - “Terminate” \*\*

# VeteranSpeak...

- Definition of Terms
  - Clarification of Communications
    - Each phrase invokes a specific set of patterns and theoretical inferences
    - Every word builds upon the last: providing a “picture” within which we operate (function)
    - What is said, and not said, matters
    - How it is said matters at least as much
    - Good Leaders make sure team members understand the meaning of the words and its context
    - Good Followers make sure the mission is understood with special emphasis on their role in its accomplishment

# VeteranSpeak...

- Definition of Terms
  - Clarification of Communications
    - What we say matters as much as how we say it
      - Language in the military is often precise – because it must be so
        - US Military “Joint Dictionary” of terms = 450 pages+
        - Civilian life is full of exaggeration – Not inherently harmful, but confusing
      - Language provides insight into the prime motivators of who we are, what we are capable of – and why we do what we do
        - Veterans aren’t dumb: veterans are highly trained and generally more reality based than peers
        - Language barriers can be overcome easily, but an issue that good leaders address and clarify before it becomes a problem

# Veteran Speak...

- Definition of Terms
  - Clarification of Communications
    - “What” - Military is a person a veteran of...?
      - Within the Military there is a dynamic status-driven environment: it determines nearly every aspect of “reality” during your service
        - “What” you do...
        - “Who” you are...
        - “How” you are going to succeed

# VeteranSpeak...

- Definition of Terms
  - Clarification of Communications
    - Military Culture is evolving as an international culture – through technological innovations and worldwide accelerations in connectivity\*\*
    - Ironically, US is training a global warrior class – at least virtually

# VeteranSpeak...

- Definition of Terms
  - Clarification of Communications
    - Future Inquiry –
      - Bands, Tribes, and Chiefdoms
        - Ascension, Function, and the “Professional Orientation/Family a military member is “accepted” (through proven value as well as legacy) into
          - ☞ Academy/ROTC/OCS-OTS
          - ☞ SNCO/NCO Hierarchy
          - ☞ “Branch” of Service – within the Branch
            - ☞ Air Force – Pilots, Aircrew, & Everyone Else
            - ☞ Army/Marines – Combat Arms/Support
            - ☞ Navy – “Airdales,” Ship-drivers, & Submariners
            - ☞ “Special Operations” – the New Masters of War...

# Veteran Speak...

- Definition of Terms
  - Clarity of Communications
    - This is a beginning of a larger conversation – perhaps face-to-face opportunities with veteran employees can help everyone gain a stronger understanding of how to build and sustain your organization and the teams that make it work
    - Follow-on discussions include (In-Class Seminars)
      - Strategic Thinking: From rocks to rubble-piles
      - Operational Planning: KPMs that drive good planning
      - Tactical Execution: How to win before firing the first shot
    - Follow-on exercises include (In-Class Seminars)
      - Small group exercises
      - Team building exercises
      - Values TTX (table top exercise)

# VeteranSpeak...

- Break

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society (In-Class Handout – US Veterans’ Policy Timeline)
    - History
      - Cycles of concern
        - Revolutionary War
          - ☞ Initial experience with volunteer military in a democratic republic – lots of bumps in the road, but a recognizable evolutionary effort to care for those carrying the “burdens of war”
        - Civil War
          - ☞ Grand Army of The Republic became a powerful lobby for better treatment of veterans’ – established a formal agency responsibility
        - Bonus Army (Post WWI)
          - ☞ Largest (last) conflict between US Government and veterans over the necessity of keeping faith with promises made regarding care

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society
    - History
      - Raised Armies when needed until 1940
        - Constitution provides for maintenance of a Navy, raising of armies as required (through the militia systems) \*\*
      - Draft
        - What a “draft” really means – why it was different than now
        - When was initial “draft,” and what was “honest” about it?
      - All-Volunteer
        - Same demographics that fought 40 years previously\*\*
        - AWOL – Book worth exploring when able
        - Logical outcomes of this past experience – with so much weight put upon so few, for so long

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society
    - Movies & Television
      - John Wayne vs. Deer Hunter
        - Even a partisan preference for one “type” of veteran over the other: self-reliant, hardened warrior that gives much, asks for little versus the vet that needs help to reintegrate into “peace” realm
      - Platoon, Full Metal Jacket

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society
    - M\*A\*S\*H, China Beach, NCIS
      - Humor of people in impossible circumstances
      - Price of service upon even favored characters
    - Memorable moments that linger:
      - Dr. Strangelove – Slim Pickens riding the A-Bomb
      - Apocalypse Now – Kurtz as a god among native peoples
      - Blackhawk Down – LT Colonel McKnight leading his 3<sup>rd</sup> Ranger Battalion back into the fight despite the costs

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society
    - Personal Relationships
      - “Lies, Damn Lies, and Statistics...” Mark Twain
        - Impacts of veteran experience upon family
        - Impacts of veteran experience upon friends
        - Impacts of veteran experience upon community
        - Impacts of veteran experience upon shared future

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Society
    - Unknown - People don’t know, what they don’t know
      - “We know what we know, we know what don’t know, but we don’t know what we don’t know...” Donald Rumsfeld
        - No two veteran experiences are the same – so even veterans “don’t know...” but we share places, times, and a language that helps us understand what we cannot know
        - Through open, non-judgmental dialogue, progress can be made

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Veterans
    - Brothers and Sisters
      - We don’t have to “like” ‘em, but we have to love ‘em
      - Common Bond – Different specifics, but same structure (similar to “Mad Libs” – the fill-ins are variable)
    - Take a vet’s word over other people’s – TRUST
      - Human tendency to trust shared background
      - Spectrum of reality is closer between veterans

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Veterans
    - Proud of Service, A little (or a lot) shy of people making a big deal (publicly) about said service
      - A Knowing Sacrifice
    - Things veterans are supposed to know (held accountable by others)
      - Similar to the “Oceans Eleven” notion of shaking Sinatra’s hand...  
Veterans are supposed to know better

# VeteranSpeak...

- What “Veteran” means – to society, to veterans
  - To Veterans
    - Proud of Service, A little (or a lot) shy of people making a big deal (publicly) about said service
    - Veterans cannot tolerate Pretenders, hard enough to tolerate “Wannabes”
    - Respect is currency for veterans’
    - Trust Reservoir

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To Veterans
    - A Knowing Sacrifice
      - Sacrifice makes the experience real
      - Blood, sweat, and tears all a part of the bond
    - Things veterans are supposed to know (held accountable by others)
      - Obvious things (coins, flags, patches, and meaning of traditions)
      - Not-so-obvious things – how to help a vet during a bad moment

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - To YOU
    - Are veterans’ surviving alumni of a long line of defenders of something larger?
    - Are veterans’ men/women that made a choice and as a result of the All Volunteer Force, former employees that should get the earned benefits contracted for – but little else?
    - What does “service to country” really mean in YOUR reality?
    - Are veterans’ saints, sinners, mercenaries, unfortunate pseudo-victims of modern socioeconomics... or something else?
    - Why – Why do you believe these things?

# Veteran Speak...

- What “Veteran” means – to society, to veterans
  - In-Class Discussion

# VeteranSpeak...

- Break

# VeteranSpeak...

- VeteranThink: How Vets Think
  - Veterans are products of an organized structure and standardized systems
    - Trained to think in a particular pattern
    - Trained through proven behavior modification delivery practices
    - Trained to understand a default structure, always adjustable
    - Trained to differentiate between ordinary/routine operations and extraordinary/contingency operations
    - Trained to value action over inaction
    - Trained to write in active versus passive voice
    - Trained to wear accomplishments/achievements/campaign experiences upon the uniform

# Veteran Speak...

- Veteran Think: How Vets Think
  - Veterans, especially enlisted troops, have little interest in (or patience with) process-derived decision-making; preferring “yes/no,” or “right/wrong”
    - Open-ended discussions often frustrate veterans
    - Veterans (like all people) seek involvement in problem-solving, but generally favor defined choices
  - Veterans think about the mission and the means necessary to achieve the mission
    - Similar to ER physicians – loss of a limb to save a life is an understandable rationale for most veterans
    - Impacts of mission accomplishment are generally secondary or tertiary concerns

# VeteranSpeak...

- VeteranThink: How Vets Think
  - Veterans usually try to take care of everyone – along the way – with the mission accomplishment being the primary goal
    - Mission First
    - People Always
  - Veterans are not generally “clock watchers” and do not understand corporate thinking about the “little things” – time is relative, always
    - Get the work finished – then move onto something else
    - Give team members slack when family or personal matters require attention (always more work upon return)

# VeteranSpeak...

- VeteranThink: How Vets Think
  - Veterans sometimes cannot accept certain types of decisions, situations, or outcomes – it is NOT a choice, really
    - Some outcomes cannot be tolerated, period.
    - Veterans are trained to follow orders – unless those orders contradict deeply held legal or moral convictions
      - Contrary to the movies: veterans are NOT robots
      - Veterans value the Chain-of-Command and the ability to stand up when challenging an illegal order with the SAME DEGREE of RESPECT
        - Separates Profession of Arms from mobs
        - Veterans KNOW when another veteran did it “right,” “wrong,” or when there was sufficient ambiguity to warrant a hard choice

# VeteranSpeak...

- VeteranThink: How Vets Think
  - The military is not a simple machine
    - Different specialties promote distinct favored reasoning/thinking paradigms: all are based upon a set of shared assumptions
      - The Mission is Necessary
      - All legitimate Means are in play for moral Ends
      - Equipment, Personnel, and Resources are both finite as well as replaceable

# VeteranSpeak...

- VeteranThink: How Vets Think
  - The military is not a simple machine
    - Different specialties promote distinct favored reasoning/thinking paradigms: all are based upon a set of shared assumptions
    - Planning requires an understanding of what is to be done, when it must be done (in steps), what tools are required for the situation (as it exists in reality), who is best prepared to perform the work, and what organizational model is the most effective choice in order to facilitate a successful outcome (with all the factors as provided)

# Veteran Speak...

- Veteran Think: How Vets Think
  - The military is not a simple machine
    - As a general rule, veterans' understand logistics well
    - As a general rule, veterans' are comfortable with leading as well as following
    - As a general rule, veterans' can adjust "thinking" as long as the linkage to a known value-set is well established (as in... how does this new approach still relate to the mission?)

# VeteranSpeak...

- VeteranThink: How Vets Think
  - In-Class Discussion

# VeteranSpeak...

- Break

# Veteran Speak...

- Benefits of Veterans in the Workplace
  - Trained to work – Long hours, Harsh conditions
    - Mission comes first
    - Long hours, full days – the Rule
    - Anticipatory habits, usually zero drug issues, and more trustworthy than average population
  - Military Specialties
    - Skill-sets learned, proven, tested – regular basis
    - Oriented towards an apprenticeship culture (especially enlisted force)
  - Healthy workers
    - Military spends significant amounts of money to keep troops “ready” for the fight
    - Most military/veterans in better physical shape than others

# Veteran Speak...

- Benefits of Veterans in the Workplace
  - Most veterans' take pride in the opportunity to work, especially on something big
    - Hard work is something to celebrate
    - Being a part of something that endures; legacy building a powerful motivator
    - Absences are recognized as lost opportunities
    - Pay/Benefits are necessary, but generally not key motivators
    - Veterans' look down up those who cannot keep up with at least baseline expectations

# Veteran Speak...

- Benefits of Veterans in the Workplace
  - Rules of the Workplace (Military Humor)
    - Sickness: No excuses will be acceptable. We will no longer accept the Medical Officer's statement as proof of illness; if you are able to go on sick parade, you can go to work.
    - Leave of Absence for an Operation: We are no longer allowing this practice. We hired you as you are, and to have anything removed certainly makes you less than we bargained for.
    - Death, other than Your Own: This is no excuse. If you can arrange the funeral services to be held late in the afternoon , however, we can let you off an hour early, provided all your work is up to date.
    - Death, Your Own: This will be accepted as an excuse, but we would like at least two weeks notice , as we feel it is your duty to teach your job to someone else.)

# Veteran Speak...

- Benefits of Veterans in the Workplace
  - Rules of the Workplace (Military Humor)
    - Death, Your Own: This will be accepted as an excuse, but we would like at least two weeks notice , as we feel it is your duty to teach your job to someone else.
    - Quantity of Work: No matter how much you do, you will NEVER do enough.
    - Quality of Work: The minimum acceptable level is perfection.
    - Advice from the Commanding Officer: Eat a live toad first thing in the morning and nothing worse will happen to you the rest of the day.
    - The senior officer is always right.
    - When the senior officer is wrong, refer to previous Rule. (This is a joke – it's okay to laugh)

# Veteran Speak...

- Challenges of Veterans in the Workplace
  - Ruling through fear not terribly effective with veteran employees
    - After facing mortality, little else really scares people
    - Veterans become relatively self-sufficient over time, being told what to do – is not always an effective management tool
    - Veterans often lose attachment to family, friends, and things – however – those things veterans ARE attached to are valued greatly

# Veteran Speak...

- Challenges of Veterans in the Workplace
  - Veterans generally NOT as willing to “back down” if they believe they are “right”
    - Veterans are trained to push through adversity, fear, and hardship: the culture values standing up for ideals
    - There is no incentive for a veteran to retreat from a good fight or a good cause – “face” loss may be involved (worse than mortal death)
    - Backing down without a reason is very, very difficult for most veterans – especially combat veterans

# Veteran Speak...

- Challenges of Veterans in the Workplace
  - Veterans may have enduring health issues – things they are aware of, sensitive of, and will “work through” if managers allow
    - Veterans know their problems, even if they don’t admit them to others
    - Veterans generally prefer to “police” themselves
    - Veterans will usually seek help when absolutely necessary, employers should recognize this – and value it accordingly

# Veteran Speak...

- Challenges of Veterans in the Workplace
  - Veterans are not (as a group) easy-going when faced with competing directives and/or unclear alternatives – NEED/WANT decisive leadership
    - Many veterans have spent hours and/or days in hard circumstances because of indecisive leadership: those feelings do not disappear merely because of a civilian setting
    - Most veterans want to go to work, do something meaningful, strengthen a team, and navigate the years without hardship or trouble – management games and/or fad-based directives will be a significant de-motivator among veteran workers

# Veteran Speak...

- Benefits & Challenges: A Summary
  - There are significant benefits for employers
  - Veterans' are generally more willing to learn new skills, less likely to take unfair advantage of benefits, and trained to appreciate hard work
  - Veterans' are not easily intimidated, generally unwilling to participate in immoral or unlawful workplace activities, and are at times a little too ready to fight for what they understand as a fairness issue
  - Open communication and patience are the critical elements to understanding the specific needs/wants of a veteran employee

# Veteran Speak...

- Benefits & Challenges: A Summary
  - With good leadership, veterans' can become model employees and extraordinarily trustworthy team members

# VeteranSpeak...

- Break

# Veteran Speak...

- Key Motivators
  - An Important Mission
  - A Capable Team
  - A Role for the individual: a role where a veteran can understand how s/he can contribute to the success of the team and the accomplishment of the mission
  - Team-building
  - An environment that is more than merely a workplace
  - An understandable (and consistent) career path
  - Reward structures/systems that are “in-tune” with the mission and fairness

# Veteran Speak...

- Key Motivators
  - Veterans NOT motivated by money – as a general rule
  - Veterans NEED to be a part of a team – grants of authority with flexibility to achieve objectives
  - Napoleon, “A soldier will fight long and hard for a bit of colored ribbon...”
    - Pride in the organization – It must be “worth” our time
    - Proof of “worth” within membership of an organization that understands what badges/medals/ ribbons mean
      - “Ribbon racks” are not about bragging
      - “Ribbon racks” share a narrative of facing and passing tests throughout a career of service

# Veteran Speak...

- Key Motivators
  - Veterans respond to strong (but caring) leadership that sets and maintains standards, communicates at an “adult level,” and provides flexibility for creative solutions to problems that will pop up during the course of a campaign
  - Trained to respond to this framework
    - Vets thrive when the rules of the road are clear and consistent
    - Vets doubt leadership when too many exceptions are made
    - Taught throughout US Military
  - “Leadership in a democratic army means firmness, not harshness; understanding, not weakness; generosity, not selfishness; pride, not egotism.” GEN Omar Bradley

# Veteran Speak...

- Key Motivators
  - Veterans will respond poorly to superiors unable to communicate as an adult; micromanagers with a need to showcase control/power; and anyone that does not show respect for the person doing the work
    - Most people respond poorly to micromanagement: few people thrive within a constrained work environment
    - Veterans see this as more than frustrating: it is an indictment of their character, lack of professionalism, lack of skill, or lack of respect in them as a person (untenable)
    - Veterans are trusted with far more responsibility at a younger age than most peers – forgetting this invites significant challenges

# Veteran Speak...

- Key Motivators
  - Employers are well served by developing an objectively sustained reward for work structure/system for employees
  - Veterans' will perform at optimum levels when believed to be an engaged member of a team doing important things, and being treated as a professional that is respected, cared for, and valued

# VeteranSpeak...

- Key Motivators
  - Break

# Veteran Speak...

- Reintegration
  - Transition from “warrior culture” to “civilian culture” will happen, for good or ill
  - US History reflects a mixed record
  - Sometimes the power of a picture – or drawing – can explain the unexplainable

# Veteran Speak...

- Reintegration
  - 1% of the US Public is carrying the weight of our wars in Afghanistan and Iraq – All-Volunteer Military



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# Veteran Speak...

- Reintegration
  - 1% of the US Public is carrying the weight of our wars in Afghanistan and Iraq – All-Volunteer Military



# Veteran Speak...

- Reintegration
  - Multiple Deployments have a consequence



# Veteran Speak...

- Reintegration
  - Wounds are NOT always obvious



# Veteran Speak...

- Reintegration
  - Wounds are NOT always obvious



# Veteran Speak...

- Reintegration
  - A “Grateful Nation” may not always provide a post-military career opportunity



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# Veteran Speak...

- Reintegration
  - A “Grateful Nation” may not always provide a post-military career opportunity



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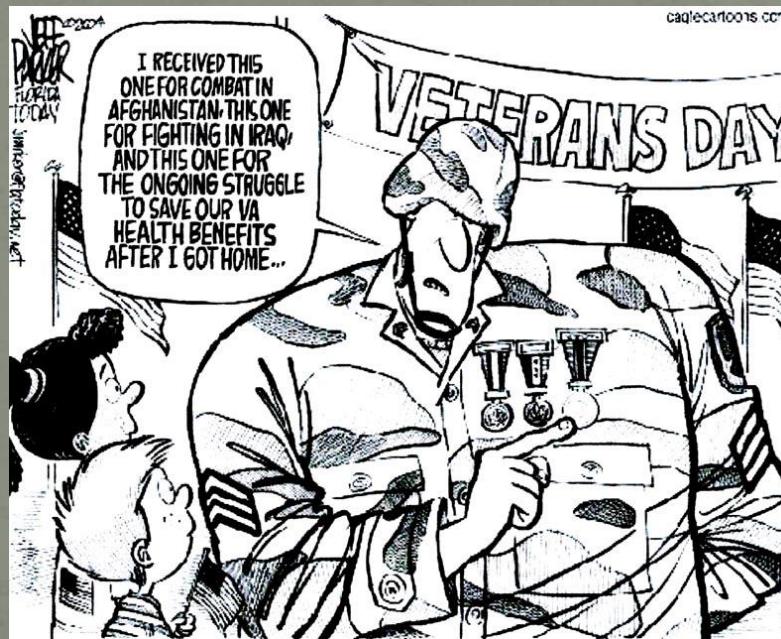
# Veteran Speak...

- Reintegration
  - Real-Life is often scarier than Combat



# Veteran Speak...

- Reintegration
  - Sometimes the VA helps, sometimes it doesn't help as much



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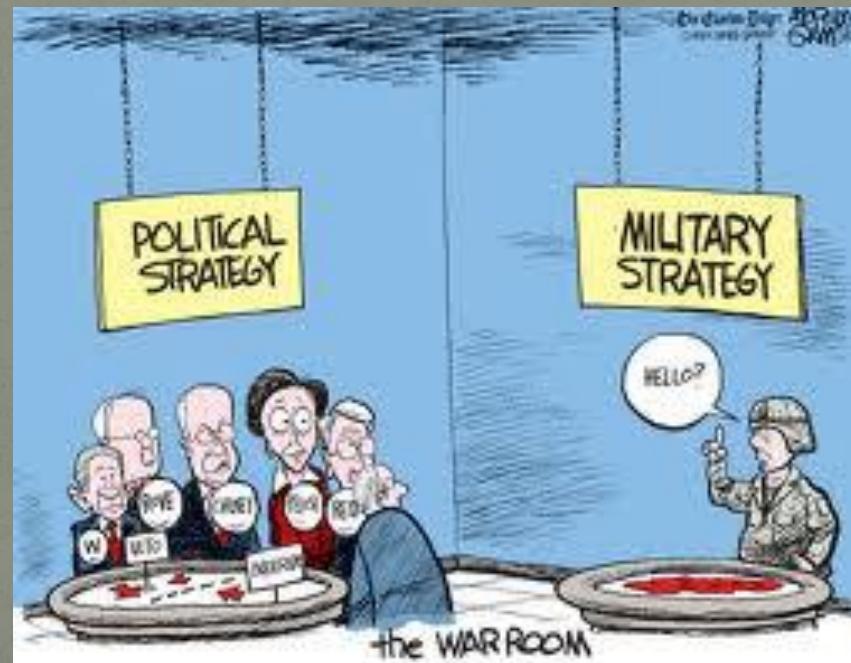
# VeteranSpeak...

- Reintegration
  - Sometimes leaders forget the consequences of their Grand Strategies



# Veteran Speak...

- Reintegration
  - Sometimes leaders forget the consequences of their Grand Strategies



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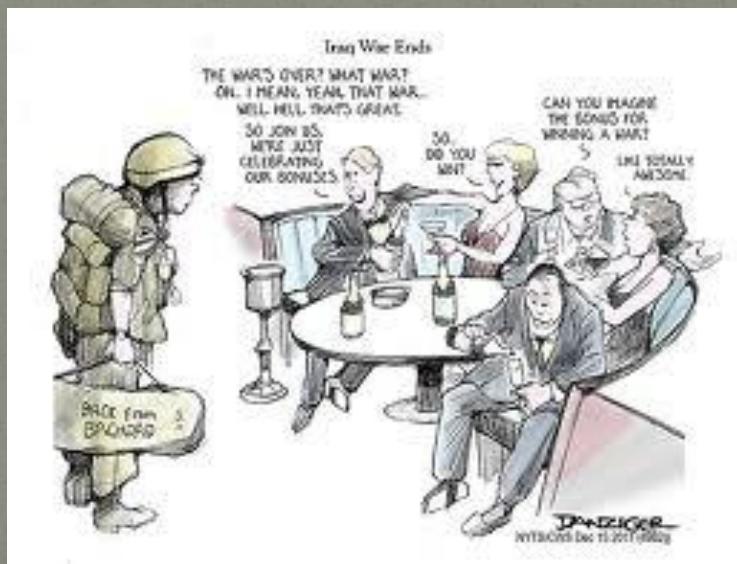
# Veteran Speak...

- Reintegration
  - Sometimes leaders forget the consequences of their Grand Strategies



# Veteran Speak...

- Reintegration
  - Sometimes people forget there is a war – or was one (with people fighting and sacrificing for THEM)



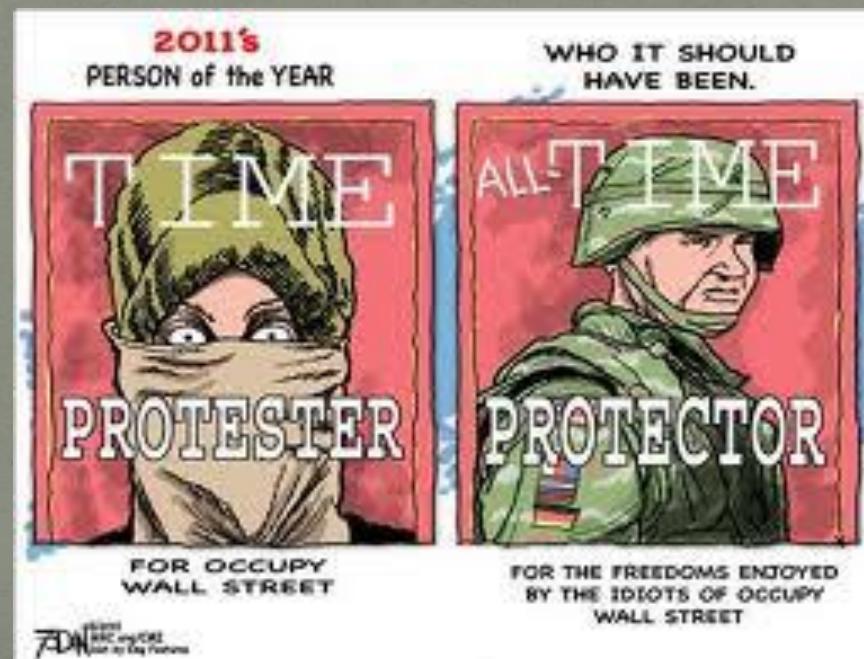
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- Reintegration
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# Veteran Speak...

- Reintegration
  - Sometimes people forget there is a war – or was one (with people fighting and sacrificing for THEM)



# Veteran Speak...

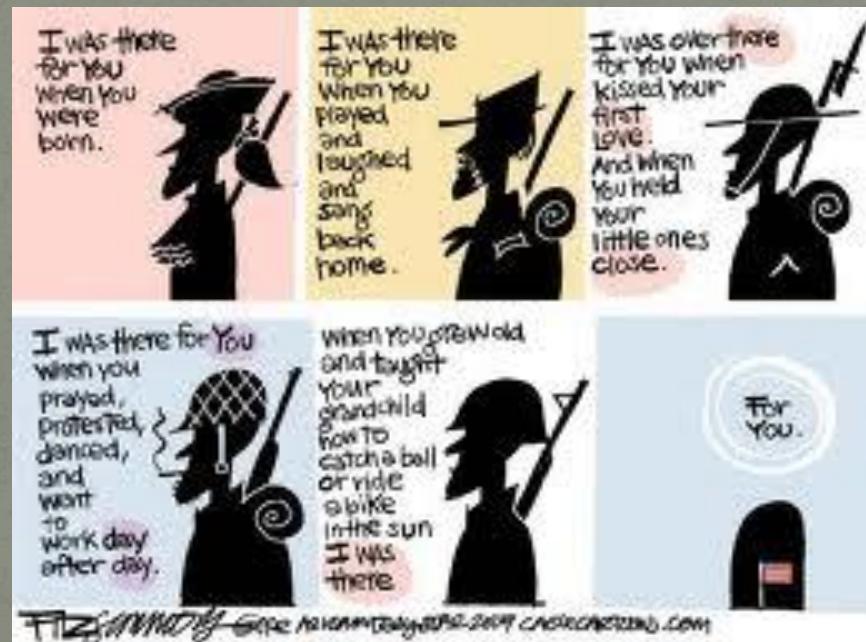
- Reintegration
  - Veterans have always carried the burdens of war (knowing things the rest of us never have to learn)



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# Veteran Speak...

- Reintegration
  - Veterans have always carried the burdens of war (knowing things the rest of us never have to learn)



# Veteran Speak...

- Reintegration
  - Veterans have always carried the burdens of war (knowing things the rest of us never have to learn)



# Veteran Speak...

- Reintegration
  - Sometimes we focus upon the KIA at the expense of the WIA...



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# Veteran Speak...

- Reintegration
  - Veterans have always carried the burdens of war (knowing things the rest of us never have to learn)



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# Veteran Speak...

- Reintegration
  - Most veterans learn to find a path back into our society, in time



# Veteran Speak...

- Reintegration
  - Most recent “Reintegration Programming” began in 2004
    - States led the effort (Oregon – under the leadership of Brigadier General Mike Caldwell, Oregon National Guard) established inter-agency working groups for dealing with unanticipated challenges associated with large-scale mobilizations for support of Afghanistan/Iraq wars

# Veteran Speak...

- Reintegration
  - Most recent “Reintegration Programming” began in 2004
    - US Congress began to revisit existing US Department of Veterans’ Affairs programming in 2005 – after some notable (newsworthy) failures
    - 2006 Election Year was a transformative year for Veterans’ Policy – many “veteran” candidates sparked resurgence of veterans’ policy popularity

# Veteran Speak...

- Reintegration
  - 2006-2009
    - Congress passed an updated “GI Bill” for education and training opportunities
    - Congress passed a five-year automatic access period for Afghanistan/Iraq veterans to the US Veterans Health Administration system (hospitals, programs)
    - Congress passed extended benefits for compensation as well as mental health access for returning veterans
    - State of Oregon initiated the Governor’s Task Force on Veterans’ Services which was copied by many other states and became part of the “Yellow Ribbon” effort in Congress

# Veteran Speak...

- Reintegration
  - 2009-2012
    - Secretary Shinseki expanded VA coverage for Agent Orange survivor's care (for Vietnam Veterans)
    - Secretary Shinseki led full implementation of the “new” GI Bill through adjusting internal and external bureaucratic protocols
    - Initial steps added to the “trust reservoir” among program recipients

# VeteranSpeak...

- Reintegration
  - 2009-2012
    - VA initiated department-wide “Transformation” efforts seeking to integrate technological solutions, decrease waiting periods for ratings adjudication, expanded appeals process, and collaborated with state and organizations to increase service levels continue with mixed results
    - US DoD and US DVA working together to make transition process (from service to veterans’ status) easier and more effective for management of health records

# Veteran Speak...

- Reintegration
  - Current Issues: Post-2012 Election
    - Increased opportunities for federal, state, organization, and community interests remains a priority but lack of funding prevents widespread improvements
    - Sequestration and Budget Discipline will have impacts
      - Funds for compensation/health care relatively stable – for the foreseeable future, but zero-sum environment for innovations
      - Some funds remain available for pilot programs (fewer on the horizon because of budget constraints) improving workforce reintegration, educational opportunities, small business development, home-ownership (and decreasing homelessness), suicide prevention strategies, and other integrated efforts associated with making a “softer landing” for returning troops \*\*

# Veteran Speak...

- Reintegration
  - Current Issues
    - Emerging “Reverse Boot Camp” on the horizon within the US DoD (pilot program yields promise, but full implementation will be costly during a time of potential sequestration)
    - Non-profit/private/public enterprises are becoming the target models for outcome-based programming within the constrained budget environment
    - Unemployment rate among veterans’ at least twice the national average (pre-2013 troop level cuts)

# Veteran Speak...

- Reintegration
  - Benchmark Education/Training Initiatives
    - Federal Initiatives
      - Obama Administration is pushing curriculum acceptance throughout the academy
      - Obama Administration is pushing “ready-to-work” parity among certifications and training requirements through the US Department of Labor
      - Obama Administration is pushing flexibility in transferability of new GI Bill entitlements to family members for greater impact

# VeteranSpeak...

- Reintegration
  - Benchmark Education/Training Initiatives
    - Within the State of Oregon
      - Campus Veterans' Service Officer (In-Class Discussion on approaches for this requirement)
      - Space set-aside for veterans' (lounge as well as study areas)
      - Residential set-aside within campus housing ("vets village" concept)
      - Co-location of college/university veterans' education officer with CVSO in order to facilitate synergistic outcomes
      - Mentors on-campus with linkages to post-graduation opportunities

# VeteranSpeak...

- References
  - Materials reflect an amalgamation of US Military Doctrine & Training documents, professional education programming, and joint-service publications
  - Non-Military published materials include ideas derived from scholarly journals, theory coursework, as well as credibly sourced books and studies
  - Statistics relating to US Military and US Veteran trends represent current data available from the US Department of Defense, the US Department of Labor, and the US Department of Veterans' Affairs
  - Specific sources available upon request

# Veteran Speak...

- Additional Reference/Resources
  - Oregon Department of Veterans' Affairs
    - Benefits: 1-800-692-9666
    - Home Loans: 1-888-673-8387
    - [www.oregon.gov/odva](http://www.oregon.gov/odva)
  - US Department of Veterans' Affairs
    - Portland Regional Office: 1-800-827-1000\*
    - Portland VA Hospital: 1-800-949-1044
    - [www.va.gov](http://www.va.gov)

# Veteran Speak...

- Additional Reference/Resources
  - Oregon National Guard/Partners
    - ESGR: 1-800-452-7500
    - Oregon Military Department: 503-584-3980
    - Yellow Ribbon Team: 1-888-688-2264

# VeteranSpeak...

- Additional Resources
  - Virtual Resources
    - [www.va.gov](http://www.va.gov) – US Department of Veterans' Affairs
    - [www.oregon.gov/odva](http://www.oregon.gov/odva) - Oregon Department of Veterans' Affairs
    - [www.orng-vet.org](http://www.orng-vet.org) – Service Member and Family Support (Oregon)

# VeteranSpeak...

- Questions?