
DISCOVERY • READINESS • RETENTION

EMPLOYER CONSULTING GUIDE

Find the hiring problem.

Deliver a bounded review.

Protect the advisory boundary.

DISCOVERY | REVIEW | DELIVERY | CONTROL

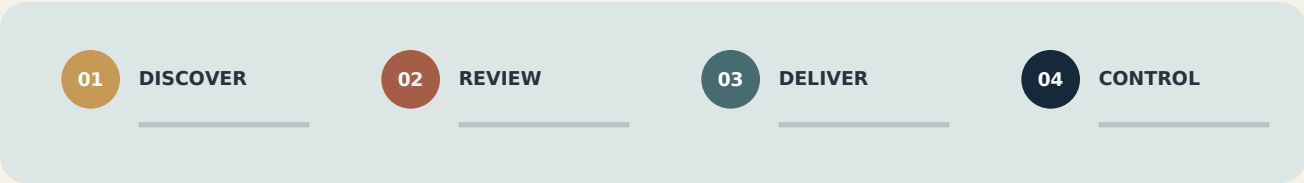
Veteran's Strategic Solutions LLC



START HERE

How to Use This Guide

Read the core guide first. Then use the worksheets to test employer demand, define the hiring-readiness review, budget credentials and insurance, estimate projects or retainers, document scope and legal boundaries, invoice completed work, track decision-maker conversations, and control privacy, discrimination, employment-law, advertising, credential, insurance, and conflict risks.

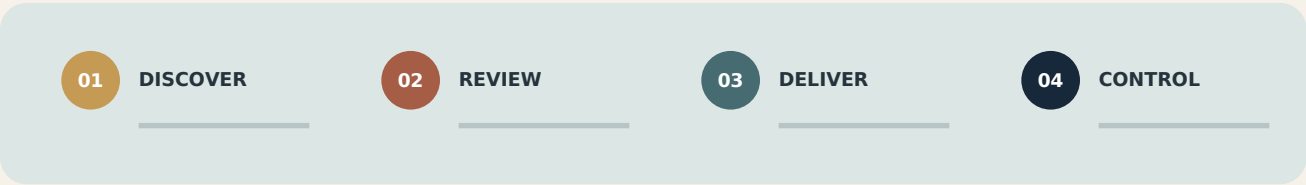


HIRING READINESS | Review the employer's actual postings, screening, interview, and onboarding process.

PIECE	USE
Core guide	Test a bounded hiring-readiness review with decision-makers before building a larger consulting practice.
Operating kit	Use the startup, budget, estimate, agreement, invoice, tracker, and compliance pages for each prospect and client.

CORE GUIDE 01

1. The bet



The core assumption that must be true: employers who want to hire veterans will pay an outside consultant to help them do it, rather than handing it to their existing HR team or using the free federal resources already available to them.

Repeat participation in veteran-recruiting events can prove that employers want veteran candidates. It does not yet prove they will pay for advice; paying for candidate access is a different product.

The fastest zero-budget test: call ten employers that repeatedly recruit veterans. Do not pitch. Ask one question: “When you hire a veteran, what goes wrong in the first ninety days?” If they have a specific, painful answer, there is a problem worth paying to solve. If they say “nothing really, we just want more applicants,” the consulting offer is a distraction.

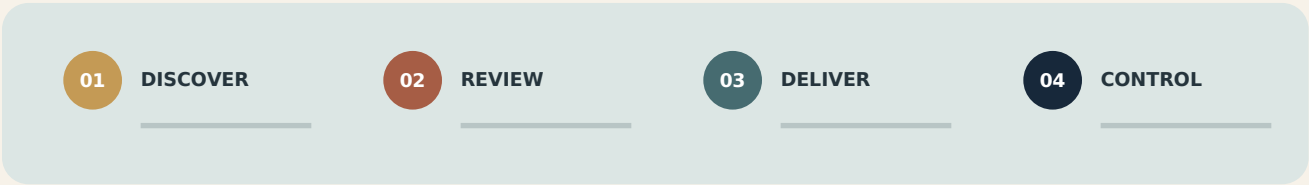
The three biggest reasons it fails:

The free version is federally funded. DOL, state workforce boards, and the Employer Assistance and Resource Network provide veteran hiring guidance at no cost. You would be selling against a free, official, well-resourced alternative.

BUSINESS LENS	CONTROL
Pain	A useful discovery call identifies a specific failure in hiring or the first ninety days.
Buyer	Track access to the decision-maker who can authorize a consulting project.
Boundary	Separate process consulting from legal opinions and compliance guarantees.

CORE GUIDE 01

1. The bet Continued



The sales cycle is long and the buyer is hard to reach. The person who signs a consulting contract is a VP of HR or a talent director. Recruiter contacts are often one or two levels below the buyer.

The ethics exposure can be real when consulting overlaps with a current job, public position, partnership, referral source, event, or other business line. Obtain a written ethics or conflict determination before selling when applicable [VERIFY].

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CORE GUIDE 02

2. Who pays, in their own words

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The buyer is a talent acquisition manager or HR director at a company with 200 to 5,000 employees that has decided veteran hiring is a priority and has nobody who knows how to do it.

What they actually say:

"We want to hire veterans, we just don't get the applicants."

"We hired one and he left in four months. We don't know what we did wrong."

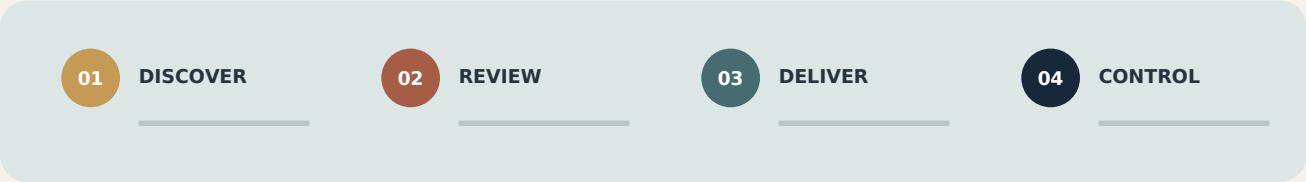
"I can't read these resumes. I don't know what any of this means."



MANAGER ENABLEMENT | Convert the written review into a practical walkthrough for the hiring team.

2. Who pays, in their own words

Continued



“Our leadership committed to a veteran hiring number and I own it now.”

“We keep going to job fairs and getting nothing out of them.”

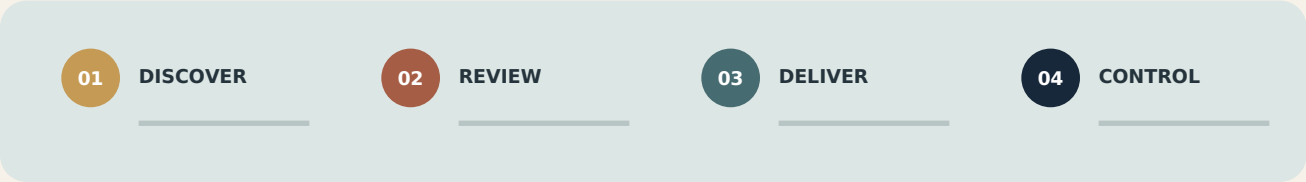
What they have already tried: posted on a veteran job board, attended job fairs, maybe signed a pledge. What they have not done is change how they screen, interview, or onboard.

Where they are: LinkedIn, SHRM chapters and conferences, local chambers of commerce, industry groups, workforce events, and professional referrals.

What triggers the buying decision: a leadership commitment with a number attached, a lost hire they cannot explain, or a federal contract that brings VEVRAA obligations. That last one is the strongest trigger — it converts a nice-to-have into a compliance requirement.

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3. The smallest version you can charge for



Not a consulting practice. One product: the hiring readiness review.

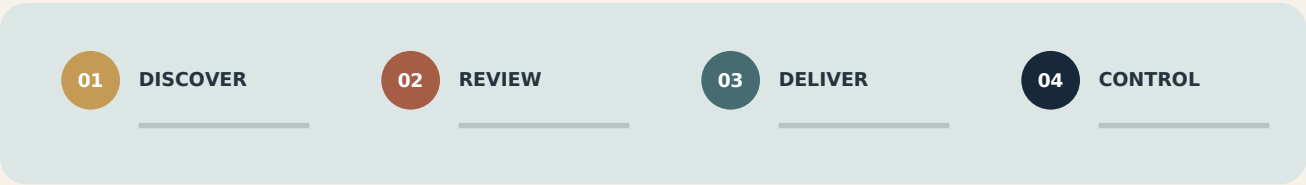
You take one employer’s actual job postings, screening process, and interview questions. You come back with a written report: what in their language screens veterans out, how to translate the military experience they are seeing on resumes, and what to change in the first ninety days of onboarding. Delivered as a document plus a one-hour walkthrough with their team.

It is bounded, it is deliverable in a week, and it is priced like a project rather than a retainer, which is what makes a first-time buyer say yes.

Fastest path to the first paying customer: an employer that has repeatedly invested in veteran recruiting but hired few people. It has already spent money trying and getting little result. That is a customer with a felt problem and an existing budget line.

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4. What it actually takes



Licensing and certification. No license is required to consult on hiring practices. Two things do matter:

If you advise on compliance — VEVRAA, OFCCP, Section 503 — you are near legal territory. Do not give legal opinions. Say plainly in writing that you are not an attorney and that they should have counsel review anything compliance-related. This protects you and it is honest.

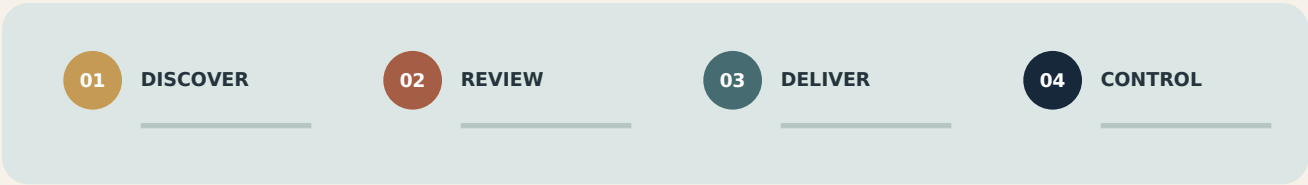
SHRM-CP or SHRM-SCP is the credential your buyer actually recognizes, because it is theirs. It signals you speak HR. Requires exam and eligibility; verify current cost and requirements at shrm.org, as I do not have figures I would stand behind.

Equipment and services, practical planning categories:

Realistic startup total: \$500 to \$2,000, dominated by insurance and the SHRM credential if you pursue it.

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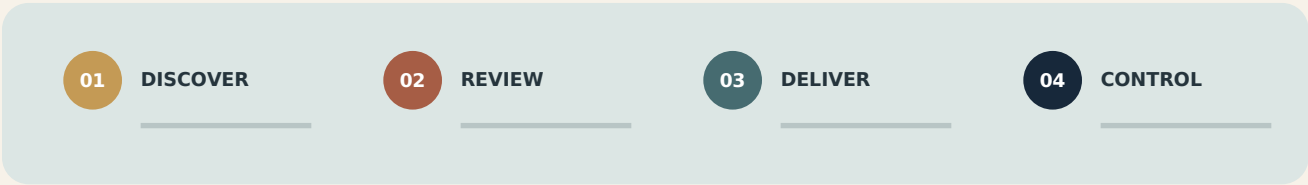
4. What it actually takes Continued



Note the insurance difference from the coaching line. When you advise a company on how to hire and they get it wrong, the claim is bigger. Do not run this line uninsured.

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5. Pricing



Which model to run first: the low tier, deliberately priced at \$1,500 for the first two clients. Not because the work is worth less, but because the first two clients are buying an unproven consultant. What is needed from them is a documented result that can be shown to the next buyer, with written permission. After those two, reassess the price.

The tier that builds the strongest relationship is the premium retainer. Advisory work can be more valuable when paired with a legitimate recruiting channel or candidate-access service, provided the relationships, fees, permissions, and conflicts are disclosed and controlled [VERIFY].

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CORE GUIDE 06

6. First 90 days

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Days 1-30. Complete ten discovery calls. No pitching. Write down what breaks in the first ninety days of a veteran hire. Resolve any ethics or conflict question in writing before selling [VERIFY].

Days 31-60. Build one readiness review as a sample using a public job posting from a company you are not selling to. Now you have something to show instead of describe.

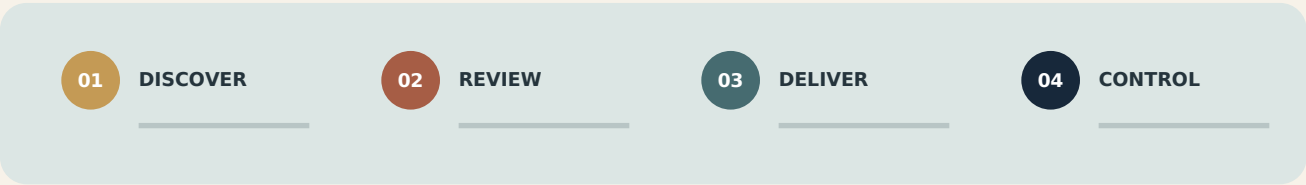
Days 61-90. Sell two reviews at \$1,500. Deliver both. Ask for one written testimonial and permission to use the company name; do not publish either without documented consent.

The one metric: discovery calls booked with a decision-maker. Not proposals, not revenue — at this stage the constraint is access to the person who can sign. Target eight per month.



ONBOARDING CONTROL | Define changes, owners, decision points, and the first ninety days.

7. Honest risks



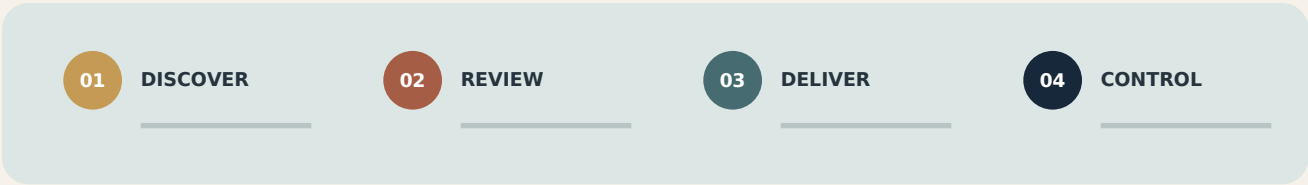
This model has significant upside and exposure. It can overlap with recruiting events, employer relationships, public employment, referral partnerships, or other business lines. Each overlap needs a written ethics and conflict determination before the first proposal goes out [VERIFY].

Build the service, samples, and controls now. Begin selling only after any applicable ethics, conflict, employer, and outside-activity requirements are resolved in writing [VERIFY].

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CORE REFERENCE

Startup Cost Reference

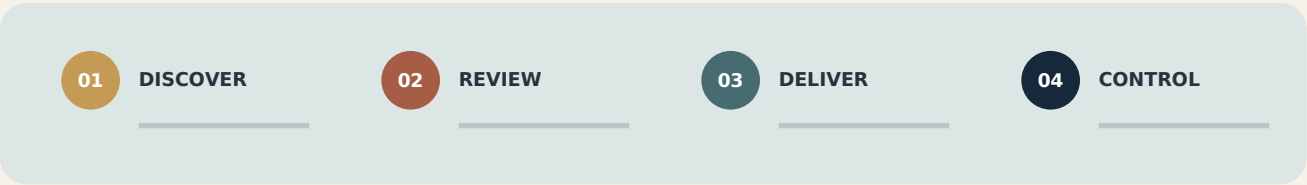


Use the source range as the planning baseline. Replace already-owned or personal assumptions with actual business quotes.

Item	Planning Source	Approximate Cost
Entity and registrations	Confirm for the business	[VERIFY]
Website and business email	Professional provider	[VERIFY]
Employer contact system	Secure CRM or tracker	[VERIFY]
Report production	Professional document system	[VERIFY]
Video meetings	Secure meeting platform	[VERIFY]
Proposal, e-signature, and invoicing	Integrated business tools	\$0 upfront or subscription [VERIFY]
Professional liability / E&O insurance	Compare qualified insurers; do not operate uninsured	Roughly \$500-\$1,200/year — verify quotes
SHRM membership or credential	shrm.org	Verify current rate and requirements
Client-site travel	Fuel-efficient service vehicle or rental	Mileage and travel cost [VERIFY]

CORE REFERENCE

Source Pricing Reference



The source recommends testing a bounded readiness review first. Confirm workload, travel, subcontracting, insurance, and margin before publishing prices.

Tier	Offer	Price	Use
Low	Hiring readiness review — one report and one walkthrough	\$1,500-\$2,500	First project
Mid	Veteran hiring program build — review, revised postings and interview guides, hiring-manager training	\$5,000-\$9,000	Defined build
Premium	Annual advisory retainer — quarterly reviews and on-call support	\$1,500-\$3,000/month	Ongoing advisory

WORKSHEET 01

Startup Checklist

01DISCOVER

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DONE	ACTION	OWNER DATE NOTES
☐	Choose a defined employer segment, organization size, hiring trigger, and decision-maker.	
☐	Complete ten discovery calls and document what breaks in veteran screening, interviewing, hiring, or onboarding.	
☐	Build one sample hiring-readiness review from a public job posting without implying a client relationship.	
☐	Check licensing, zoning, and tax rules for your own city and state before starting.	
☐	Confirm consulting, employment, discrimination, advertising, privacy, data, tax, accessibility, and records rules [VERIFY].	
☐	Resolve outside-employment, ethics, conflict, referral, event, partnership, and commission questions in writing [VERIFY].	
☐	Obtain professional liability / E&O, cyber, general liability, business-property, and client-required coverage quotes [VERIFY].	
☐	Create discovery, scope, data request, report, walkthrough, approval, legal-boundary, testimonial, and closeout records.	
☐	Set written boundaries for VEVRAA, OFCCP, Section 503, discrimination, accommodations, and all legal opinions [VERIFY].	
☐	Sell and deliver two bounded readiness reviews, then document results only with client permission.	
☐	Track discovery calls with decision-makers, proposals, close rate, delivery hours, changes, and retained clients.	

WORKSHEET 02

Tools and Budget Worksheet

01DISCOVER

02REVIEW

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CONSULTING SYSTEM | Standardize discovery, analysis, deliverables, approvals, invoicing, and follow-up.

ITEM	NEEDED	ESTIMATE	ACTUAL	NOTES
Business formation, registrations, licensing, tax, contracts, and professional review [VERIFY]				
Professional liability / E&O, cyber, general liability, property, auto, and client-required coverage [VERIFY]				
Computer, monitors, secure storage, backup, encryption, authentication, and replacement reserve [VERIFY]				
Document, PDF, survey, meeting, scheduling, CRM, proposal, e-signature, and invoicing tools				
Website, business email, phone, client portal, accessibility, privacy, and security [VERIFY]				
Discovery, assessment, report, interview-guide, training, presentation, approval, and closeout templates				
SHRM membership, credential, training, continuing education, and renewal costs [VERIFY]				
Travel, lodging, mileage, rental, parking, meals, and client-site access [VERIFY]				
Legal review, HR subject-matter review, data protection, bookkeeping, taxes, and records [VERIFY]				
Contractor research, design, facilitation, quality control, and administrative support [VERIFY]				
Working capital, rework, refunds, claims, data incidents, downtime, and reserve				

BUDGET CONTROL

TOTAL ESTIMATE: _____ TOTAL ACTUAL: _____ CASH RESERVE: _____

WORKSHEET 03

Pricing and Estimate Template

01DISCOVER

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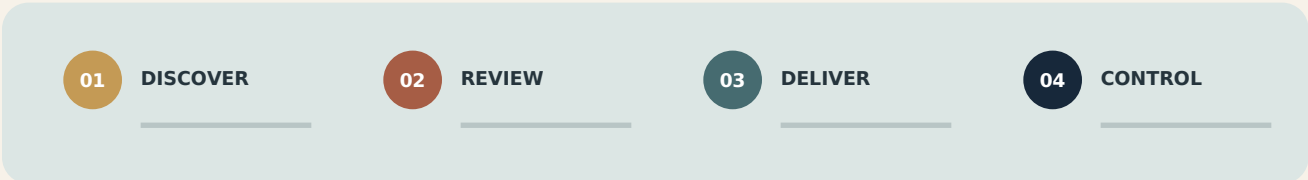
CLIENT	SERVICE LOCATION	ESTIMATE NUMBER	DATE

SERVICE OR INPUT	BASIS	AMOUNT
Discovery and stakeholder interviews	People x hours	
Job-posting and language review	Postings x depth	
Screening and interview review	Process and artifacts	
Onboarding review	First ninety days	
Written readiness report	Scope and recommendations	
Team walkthrough	Length and attendees	
Revised postings or interview guides	Documents x versions	
Hiring-manager training	Sessions x attendees	
Travel or approved expense [VERIFY]	Written basis	
Total estimate		

TOTAL ESTIMATE	DEPOSIT OR AUTHORIZATION	VALID THROUGH

WORKSHEET 04

Hiring Readiness Consulting Agreement



FIELD	AGREED DETAIL
Client, legal entity, decision-maker, project sponsor, contacts, billing, locations, and dates	
Business objective, veteran-hiring trigger, roles, locations, workforce, timeline, and success measures	
Discovery participants, postings, screening, interviews, onboarding, data, policies, and access supplied	
Selected offer, deliverables, report, walkthrough, training, revisions, format, schedule, and acceptance	
Client responsibility for legal review, policy decisions, implementation, employment actions, and final approval	
No legal opinion, legal representation, compliance certification, audit assurance, or guaranteed hiring result	
VEVRAA, OFCCP, Section 503, EEO, ADA, accommodations, affirmative action, and counsel-review boundary [VERIFY]	
Data minimization, candidate and employee privacy, confidential information, access, sharing, retention, and deletion [VERIFY]	
Change requests, added stakeholders, locations, roles, artifacts, travel, sessions, and out-of-scope work	
Fee, deposit, expenses, invoicing, taxes, cancellation, suspension, late payment, and termination	
Conflicts, independence, recruiting or event relationships, referral fees, commissions, and disclosures [VERIFY]	
Credentials, subcontractors, insurance, indemnity, liability, intellectual property, and client license [VERIFY]	
Testimonial, client-name, case-study, benchmark, result, and portfolio permissions in writing	
Completion, acceptance, handoff, support period, records, complaints, dispute terms, and signatures [VERIFY]	

WORKSHEET 05

Invoice Template

01DISCOVER

02REVIEW

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BUSINESS	CLIENT	INVOICE NUMBER	DATE DUE

DESCRIPTION	QUANTITY	RATE	AMOUNT
Discovery and interviews			
Hiring readiness review			
Written report			
Team walkthrough			
Revised hiring materials			
Manager training			
Advisory retainer			
Approved expenses or added work			

SUMMARY	AMOUNT
Subtotal	
Tax [VERIFY]	
Credits / adjustments	
Total	
Balance due	

Job Log and Lead Tracker

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DATE	LEAD SOURCE	NEED OR SCOPE	QUOTE	STATUS NEXT STEP

DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP
DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP
DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP
DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP

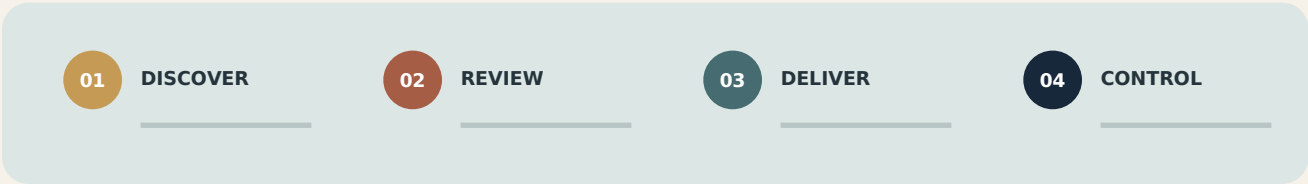
DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP
DATE	EMPLOYER	DECISION-MAKER	TRIGGER	STATUS	NEXT STEP

ONE METRIC

DECISION-MAKER DISCOVERY CALLS: _____ PROPOSALS: _____ PAID REVIEWS: _____

WORKSHEET 07

Employer Consulting Compliance and Client Protection



Check licensing, zoning, and tax rules for your own city and state before starting.

CHECK	CONTROL	INITIALS NOTES
☐	Licensing, zoning, tax, consulting, employment, discrimination, advertising, privacy, accessibility, and record rules are confirmed [VERIFY].	
☐	Professional liability / E&O, cyber, general liability, property, auto, workers' compensation, and client-required coverage are confirmed [VERIFY].	
☐	Outside-employment, ethics, conflict, referral, recruiting, event, partnership, gift, and commission issues are resolved in writing [VERIFY].	
☐	Scope clearly separates operational recommendations from legal opinions, compliance certification, policy approval, and employment decisions.	
☐	VEVRAA, OFCCP, Section 503, EEO, ADA, accommodations, affirmative action, and other legal questions go to qualified counsel [VERIFY].	
☐	Candidate, employee, applicant, compensation, disability, veteran, demographic, assessment, interview, and HR data are minimized and protected [VERIFY].	
☐	Recommendations are reviewed for unlawful discrimination, exclusion, retaliation, disparate impact, accessibility, and unsupported screening criteria [VERIFY].	
☐	Credentials, affiliations, case studies, testimonials, clients, results, benchmarks, and claims are truthful and documented.	
☐	Work stops if the client asks for unlawful discrimination, deception, misuse of sensitive data, legal opinions, concealed conflicts, or unsupported guarantees.	

STOP RULE

Do not begin or continue until scope and decision authority are clear, conflicts are resolved, insurance applies, sensitive data is controlled, legal review boundaries are accepted, and no requested action creates unlawful discrimination or a false compliance assurance.