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A veteran's retraining program for re-entry into the civilian labor sector

Programa de reconversión laboral para la inserción del personal militar en retiro al sector civil

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ABSTRACT. A design for a veteran's retraining program that adapts the skills of retired military personnel of the Peruvian Air Force so that they can reenter the labor market is proposed in this article. The previous is accomplished through a quantitative and qualitative approach, which measures the perception of military personnel and the gaps between profiles of the labor market and those of the military personnel. An analysis of adaptability, practicability, and acceptability was conducted to validate the proposed design. The results show the viability of the proposal. It also shows that 95% of the sampled participants agree with the implementation of a work reconversion program. Thus, this proposal can directly and significantly influence the reentry of retired military personnel in the Peruvian labor market.

KEYWORDS: competency adaptation; employment opportunities; labor force reinsertion; military personnel, professional profiles; work retraining

RESUMEN. Este artículo propone el diseño de un programa de reconversión laboral para que el personal militar en retiro de la Fuerza Aérea del Perú pueda reinsertarse al mercado de trabajo mediante la adaptación de sus competencias. Esto se hace mediante un enfoque cuantitativo y cualitativo, para medir la percepción del personal militar y las brechas existentes entre los perfiles del mercado laboral con los del ámbito militar. Para validar el diseño propuesto, se hizo un análisis de adaptabilidad, practicabilidad y aceptabilidad. Los resultados muestran la viabilidad de la propuesta y permiten ver que el 95 % de la muestra está de acuerdo con la implementación del programa de reconversión laboral. Así, esta propuesta puede influir directa y significativamente en la inserción del personal militar en retiro al mercado laboral peruano.

PALABRAS CLAVE: adaptación de competencias; oportunidades de empleo; perfiles profesionales; personal militar; reconversión laboral; reinsertión laboral

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Introduction

Human resources management in the Peruvian Air Force (FAP in Spanish) is clearly defined in internal regulatory documents, which guarantee the employment of military personnel through adequate selection, preparation, training, and coaching. Military personnel is subject to continuous evaluation, supervision, and control. To this end, the institution uses its different means and infrastructure, as well as laws that authorize its mission and actions and those of other military institutions.

Given the particular nature and organizational culture of military institutions, personnel reduction processes are carried out every year consistently. To this end, policies that sanction the retirement of military personnel are established, including some that establish the causes for the renewal of those that allegedly have no projection in the military career (Puga, 2006). This causes renewed staff to disengage from the institution with feelings of dissatisfaction, demotivation, and resentment. They feel unfairly displaced from their workplace, as they feel they are at the peak of their intellectual and motor skills.

At the time of retirement, military personnel possess a high degree of skills and experience, including technical knowledge in their respective specialties and a long, uninterrupted career of professional training. Similarly, they possess behavioral skills, such as discipline, teamwork, unity, and *esprit de corps*, as well as leadership and problem-solving skills, and institutional identification and vocation for service, among others. In other words, they have a professional profile with ideal characteristics to perform in any field of work effectively. However, currently, these professional profiles are not being adequately exploited.

Although there is an annual projection and an estimate of the personnel that must retire, the institutions do not have incentive or retraining programs that would allow these individuals to be suitably prepared to disassociate themselves from the organization. These plans would allow them to optimistically assume the new stage they must face after their active military career. Thus, after retirement, they could reinsert and adapt to work in the civil field and feel useful to society, contributing to economic and social growth.

Given this situation, it is important to create strategies that take advantage of the human talent of personnel moving into military retirement to avoid creating new forms of institutional distancing. The question is how to implement these strategies to facilitate the reinsertion of this personnel into the labor market. Thus, this article proposes the design of a worker retraining program that promotes the development of these strategies. The program's purpose is to train the military personnel to adapt to a new professional profile by redirecting their knowledge, capabilities, skills, and

other experience obtained during the military profession to the requirements of the labor market. This process implies developing a synchronized process of institutional support, psychological conditioning, and professional, personal, and family incentives, as well as acclimatization to civilian life, among others.

Previous studies on reinsertion processes were used as a reference, both for the private and military sectors. A study by Pujol (2001) on the challenges of labor reconversion and training in the dairy sector, emphasized the importance that European enterprises give the reconversion of the competences of their personnel. She mentions the strategies used, the organizational conditions in which they are developed, and the scopes and results of their implementation.

Aguilar (2007), in a research report on the reintegration of older adults into the labor market, noted that retirees could access other markets and remain in the social, political, cultural, and economic spheres. To this end, a model is proposed that involves workshops in raising awareness, training, management, and *marketing*, and market/customer relations. Dondero (2010) presented a program to enable retiring military personnel to be reintegrated into the civilian sphere, consisting of four-stages, 1) diagnosis, convening, and promotion; 2) program design; 3) training process; and 4) evaluation and monitoring.

According to Huertas (2013), in his study describing military retirement into civil society, the armed forces maintain a more conservative character compared to other civil institutions despite the transformations in the world that have altered international order and civil society. In this work, he carried out a field study of 30 interviews with retired officers. It demonstrated that the difficulties of service personnel relating to civil society were reduced when, during active service, they had been exposed to experiences and skills that are easily adaptable to coexistence in a civil-military society.

The ManpowerGroup (2017), in its study on the shortage of talent, indicated that, in 2016, 40% of managers worldwide stated that they had difficulty finding talent; that is two percentage points higher than in 2015. There is a shortage of available candidates of approximately 24%. On the other hand, 19% lack *hard* skills or techniques, 19 % lack experience, 14 % seek higher salaries than offered, and 11 % lack *soft* employability skills. Mara Swan, vice president of global strategy and talent at ManpowerGroup, says that "Employability depends less on what you already know and more on what you can learn, apply, and adapt."

In a case study, Flores (2018) sets out to determine whether the experiences obtained during the time spent in the Air Force allow military airmen to acquire professional skills that facilitate subsequent reinsertion into the work environment. He maintains that the cost-to-benefit of implementing a program delves into Social Management. In this sense, the solutions to this issue must be pursued while assu-

ming that it is an internal problem; thus, the service person can reenter the labor market and increase their employability based on their acquired skills and by leveling existing gaps. To this end, Flores proposes a model that incorporates job placement, guidance and counseling, requalification, means of support, tools, and equipment, and, finally, mobility and transport.

Young men and women do not encounter major problems in accessing work through job explorers, based on variables such as *education, socioeconomic level, and gender*. However, it is evident that these means relegate older candidates, as Weller (2006) concluded in a study on the issues of labor market insertion of Latin American youth in Argentina, Costa Rica, and Venezuela.

The results of a study by Maya et al. (2019) involved five Colombian businessmen partaking as agents of productive employment in the path to peace looking to reintegrate former FARC combatants into the labor market. This study highlighted the importance of adapting the candidates' psychological profile to impact the labor sector in terms of five components, opportunities in the economic context, strengthening talent, income generation, productive options, family, and financial management.

The need to balance the annual troops with the assigned budgets and the number of members considered in the corresponding strategic plans drives the Armed Forces to carry out an annual personnel rotation process. However, the truth is that there are highly qualified professionals that have completed long processes of education and academic training with a great deal of work experience among this personnel (Puga, 2008).

In Spain, the Almeria Press and Journalists Association, the University of Almeria, and the Almeria King Alfonso Legion Army Brigade have described the continuous challenges to the Army brought on by the geostrategic field and Spain's challenging security scenarios, and, in the normative field, the changes of National Defense directives concerning the Armed Forces' planning and capacities. In the field of communications, the Armed Forces must gradually adapt to the changes and needs of society, in pursuit of greater transparency. It is in this sense that both the society and military personnel are in a constant mutual understanding through communication and discipline incorporated from the civilian sphere, fostering the awareness that the military and civilians must maintain proximity (Guerrero, 2014).

On a related note, a study by Pérez (2015) highlights the new employment trends in Europe and examines what skills are most in-demand. It also explores how the Internet can be used, looking into online job boards, which can be very helpful at very low costs in a highly competitive and changing labor market environment. According to Pérez, jobs in the primary sector will decrease, and those linked to

marketing will be increased. In the secondary sector, there will be a higher demand in the manufacturing industry. The distribution of work in the tertiary sector will be modified, with offers from service companies for the elderly, as well as from leisure and culture management. Because of this, he proposes that, during the process and before reentering the market, the interested party should examine their strengths and weaknesses, interests and motivations, what training they have, their competencies, and skills acquired in their working life. It also considers that some of the most valued skills are the sense of responsibility, teamwork, leadership, and planning, among others.

Kiyosaki (2016) compares the differences between success in the civilian and military worlds to improve the chances of military personnel to succeed in the business world. This author emphasizes that military personnel, at the end of their active service, seek economic independence as new entrepreneurs, for which they apply the essential skills, experience, and strengths they have acquired during their training and experience in the Armed Forces. To this end, he relies on the collaboration and experience of two retired military men, Robb Le Count and Dave Leong. Kiyosaki highlights eight leadership principles that people develop during their work and training as military personnel, namely, mission, respect, promptness, discipline, and authority, power, and leadership as teachers. According to Kiyosaki, this empowers them to be excellent entrepreneurs and enables them to differentiate the military from the civilian world. It should be noted that, in military life, 100% of the individual's active participation is required in situations whereas, in the corporate environment, a much more passive behavior is assumed, based on what is heard and seen.

Air Force pilots are a unique case. Because of the high demand for commercial pilots in South America (Chile, Colombia, and Peru) and the progressive increase in the flow of passengers, especially in economy class, commercial airlines have increased their air fleet; consequently, the requirement for trained pilots has increased. Therefore, they have resorted to and are interested in pilots of the Armed Forces, who, given this situation, have chosen to request their retirement earlier than planned to enter the labor market and obtain better economic conditions (Aránguiz, 2018). Therefore, the high institutional commands and defense sector authorities have tried to contain the early exit of their pilots from active service.

Method

A quantitative resource consisting of a survey of 342 staff members was used to obtain their opinions on the need for a job retraining program design; this was used to demonstrate the viability of proposing a retraining and job reinsertion program. Then, a qualitative analysis was carried out to reveal the gaps in skills in the labor market profiles

in relation to those in the military sphere. Lastly, an APA (adaptability, practicability, acceptability) analysis was used to determine the feasibility of implementing the model.

Opinions of military personnel on the need to implement a retraining program

A quantitative and applied study was used to determine the opinions on implementing an employment retraining program for the reentry of retired military personnel in the productive sector. The population included all previously active FAP senior and junior military personnel that retired in the last five years, distributed as shown in **Table 1**.

Table 1. Distribution of the population.

Rank	Population	
	Activity	Retirement
Officers		
Lieutenant General (LTG)	4	18
Major General (MAG)	28	65
Colonel (COL)	120	166
Commander (COM)	180	96
Major (MAJ)	220	51
Technicians and non-commissioned officers		
Supervising Technician (SPT)	200	203
Technical inspector (TIN)	250	216
1. ^a Technician (TC1)	350	280
2. ^a Technician (TC2)	380	175
Population	1732	1270
Total population	3002	

Source: Created by the author.

Random probability sampling was used on this total population, resulting in 342 individuals, as indicated in **Table 2** and **Table 3**:

Table 2. Active personnel.

Rank	Population	Sample	Sample percentage
LTG	4	1	0,025
MAG	28	4	0,179

Table continues...

Rank	Population	Sample	Sample percentage
COL	120	14	0,769
COM	180	20	1,154
MAJ	220	25	1,411
SPT	200	23	1,283
TIN	250	28	1,603
TC1	350	39	2,245
TC2	380	43	2,437
Total	1732	197	11,106

Source: Created by the author.

Table 3. Retired staff.

Rank	Population	Sample	Sample percentage
LTG	18	2	0,157
MAG	65	8	0,568
COL	166	19	1,452
COM	96	11	0,839
MAJ	51	6	0,446
SPT	203	23	1,776
TIN	216	24	1,889
TC1	280	32	2,449
TC2	175	20	1,531
Total	1270	145	11,107

Source: Created by the author.

The survey was used to collect the data. For this purpose, a questionnaire to record the perception of the members of the sample was designed and validated by the assessment of experts.

Inferential statistical analysis was used to infer, from the sample-provided empirical information, the population under study's potential behavior, with a measurable risk of error in terms of probability, employing the hypothesis-contrast technique (H0/H1) and the goodness-of-fit test for similarity of proportions. This method allowed the researcher to verify whether the population parameter was compatible with the evidence in the sample. The data analysis was carried out by coding and tabulating the collected data, classifying and arranging them in tables and graphs to understand the

information better by improving its readability, consistency, and completeness, and thus making a thorough analysis of the information.

Skills gap analysis and feasibility of the retraining program

A qualitative analysis was performed to compare the competence gaps between similar positions in the military profession and the labor market (private/public). An analysis of the staff called APA (adaptability, practicability, acceptability) was used (ESFAP, 2008) to test the feasibility.

Results

This section presents the results in quantitative averages of the application of the four-question survey on the opinion of active and retired military personnel regarding the implementation of the design of a job retraining program. Each included their respective hypothesis and goodness-of-fit test for similarity of proportions to observe the population inference with the studied sample. The following information was obtained with the mentioned questionnaire (**Table 4** through **Table 7**).

Table 4. Do you agree with the design of a job retraining program at the FAP to promote the placement of retired military personnel in a civilian job?

Attribute	Quantity	Results %	Contribution to Chi-Cuad.
Yes	325	95 %	138,690
No	17	5 %	138,690
Total	342	100 %	277,380

GL=1 Value P=0.00

Source: Created by the author.

The results show that almost all of the respondents—95% of the sample—agreed that the FAP should develop an employment retraining program to enable them, after their employment with the institution, to obtain a position in the private sector through a job bank. The goodness-of-fit test for similarity of proportions (equivalent proportions) was performed.

Hypothesis statement:

H0: The proportion of personnel that agrees with the implementation of a job retraining program is *similar* to the proportion that disagrees.

H1: The proportion of personnel that agrees with the implementation of a job retraining program is *different* from the proportion that disagrees.

Because value $P = 0.00 \leq 0.05$, then the null hypothesis is *rejected*. That is, populationally, the proportion of personnel that agrees is *different* from the proportion that does not agree, with a certainty of 95%. In this case, the proportion that agreed was greater than the proportion that did not agree with the implementation of an employment retraining program.

Table 5. Are you prepared to work in the civilian labor force when you retire?

Attribute	Quantity	Results %	Contribution to Chi-Cuad.
Yes, I am prepared	14	4 %	87,719
I am fairly prepared	86	25 %	6,877
I am not prepared	242	71 %	143,719
Total	342	100 %	238,316

GL = 2 Value P = 0.00

Source: Created by the author.

Table 5 shows that 71% of those surveyed said that they are unprepared, which added to the 25% of those who said that they are moderately prepared, yields 96% of the personnel who have limitations to face the challenge of the transition into military retirement. These results justify the need to carry out information, awareness, and training activities, which must be developed within the job retraining program proposed in this study.

The goodness-of-fit test for similarity of proportions (equivalent proportions) was performed, with the following results.

Hypothesis statement:

H0: The proportions of personnel that said that they are prepared, moderately prepared, and not prepared to perform in the civilian labor force when they enter retirement are *similar*.

H1: At least one of the proportions of personnel that state that they are prepared, moderately prepared, and not prepared to perform in the civilian labor force when they enter retirement is *different*.

Because the value of $P = 0.00 \leq 0.05$, then the null hypothesis is *rejected*. That is, populationally, at least one of the proportions is *different*. In this case, the proportion of those that stated that they were unprepared for reentry was greater than the pro-

portion that indicated that they were moderately or prepared for reentry, considering a degree of confidence of 95 %.

Table 6. Suggestions made regarding the development of job retraining programs at the FAP.

Attribute	Quantity	Results %	Contribution to Chi-Cuad.
Participant should be trained in their specialty and helped to find a job	156	46 %	15,4737
Participant should be trained in another specialty and helped to find a job	31	9 %	60,4298
Participant should be trained to start a business	155	45 %	14,7456
Total	342	100 %	90,6491

GL = 2 Value P = 0.00

Source: Created by the author.

Table 6 shows that 45% of respondents favor training to create a specific business. Forty-six percent of respondents prefer training in their FAP specialty, another small percentage of 9% prefer training in another specialty. Based on these three options, they hope to have the option of accessing a job in which they can perform efficiently. The goodness-of-fit test for similarity of proportions (equivalent proportions) was performed, with the following results.

Hypothesis statement:

H0: The proportions of staff favoring training in programs related to their specialty, in another specialty, or their own ventures are *similar*.

H1: At least one of the proportions of staff favoring training in programs related to their specialty, another specialty, or in their own ventures is *different*.

As the value of $P = 0.00 \leq 0.05$, then the null hypothesis is *rejected*. That is, populationally, at least one of the proportions is *different*. In this case, the proportion of those preferring training in the same specialty and ventures is greater than those that wish to be trained in another specialty, considering a degree of confidence of 95 %.

Table 7. When going into retirement or being retired, would you like to work as a dependent or independent employee?

Attribute	Quantity	Results %	Contribution to Chi-Cuad.
Dependent	158	46 %	0,988304
Independent	184	54 %	0,988304
Total	342	100 %	1,97661

GL = 1 Value P = 0.160

Source: Created by the authors.

Table 7 shows that 46% of the 342 respondents would rather be dependent employees, and 54% would prefer to start their own venture as an independent. These results are significant because they reveal the trends of employment preferences and directs the training programs to adjust the gaps in competences. The goodness of fit test for similarity of proportions (equivalent proportions) was performed, and the following results were obtained.

Hypothesis statement:

H0: The proportion of staff that wishes to re-enter as dependent employees are *similar* to the rate that wish to re-enter as independents (self-employed).

H1: The proportion of staff that wants to re-enter as dependent employees is *different* from the rate that wishes to re-enter as independents (self-employed).

Because the value of $P = 0.160 \geq 0.05$, then the null hypothesis is *accepted*. That is, population-wise, the number of people who want to re-enter the labor market as dependent and independent workers is *similar*, considering a degree of confidence of 95 %.

According to the data collected and the results, this trend is favorable to work reconversion. When retiring, most military personnel need to find work or receive job placement, as they are at the peak of their psychophysical and intellectual faculties and abilities. Thus, at the time of retirement, they are prepared to provide their services in other positions and re-enter the labor market.

Tables 8, 9, and 10 show the qualitative results of the comparative analysis of the professional profiles of FAP personnel with the profiles of job positions in the labor market, which were used to adapt the training in the design of the job retraining program. Three professional profiles were compared to determine the shortfalls in the capabilities of retired military personnel faced with the demands of existing positions in the public and private sector labor market. It should be noted that the profiles men-

tioned in the FAP refer to an officer or technician with more than 20 years of service in the institution.

Table 8. Comparative analysis - FAP personnel professional profile specializing in defense and special operations with a civilian security manager.

Professional profile of the position	FAP professional profile
Civilian Security Manager and municipal police	Personnel, Defense, and Special Operations Officer
<ul style="list-style-type: none"> Professional university degree. Specialized training. Minimum of 1-year experience in public/private administration. Experience in managing administrative programs related to the area. Preferably, graduated from a military training school and with training in crisis management. Training in citizen evacuation for disasters or citizen conflicts. Not having been dismissed from public or private administration in the last five years. <p>Source: Computrabajo.com.pe (2015)</p>	<ul style="list-style-type: none"> Professional university degree. Specialized training. Minimum of 15 years of experience in public administration. Extensive experience in conducting safety programs. In the specialty, executes activities related to the management of human resources, covering, among other aspects, planning, training, classification, assignment, training, and improvement, health, industrial safety, and well-being. Similarly, those related to the driving and development of the personnel system to fulfill the FAP roles and missions.
Existing gap	
Requires training in citizen security and crisis management for disasters or citizen conflicts (rallies, riots, riots, sabotage, etc.).	

Source: Created by the author.

Table 9. Comparative analysis - FAP personnel professional profile specialized as an official pilot specialty with a commercial air manager.

Professional profile of the position	FAP professional profile
National Airline Manager	Pilot officer
<ul style="list-style-type: none"> Civilian pilot degree recognized by the Ministry of Transport's DGAC. Experience in national and international areas as a commanding pilot. Minimum of 1500 flight hours. Postgraduate degree in administration. 	<ul style="list-style-type: none"> Experience in transport, pursuit, and helicopter aviation. Flight instructor and test pilot. Competencies in administration and management of logistics and operating units.

Table continues...

Professional profile of the position	FAP professional profile
National Airline Manager	Pilot officer
<ul style="list-style-type: none">• Experience in information management systems.• Leadership and the ability to work as a team.• Instrumental and technical proficiency in English.	<ul style="list-style-type: none">• Bachelor in Course Command and General Staff.• Skills in administration.• Intermediate English.• Leadership and conflict resolution abilities.
Existing gap	
Recognition of military flight hours by the Ministry of Transport's DGAC. English skills. Aerospace control instruments and techniques. Commercial aviation navigation.	

Source: Created by the author.

Table 10. Comparative analysis - FAP personnel professional profile specialized in official personnel with a human resources manager.

Professional profile of the position	FAP professional profile
Human resources manager	Personnel officer
<ul style="list-style-type: none">• Preferably Industrial relationist or administrator.• Postgraduate in Human Resources Management.• Experience of having directed more than 500 people• Knowledge of labor legislation and pension systems.• Leadership skills and ability to work in teams.• Conflict management and collective bargaining.• Management indicators administration.• Development processes and organizational behavior.• Ability to interrelate and manage crisis situations.	<ul style="list-style-type: none">• Bachelor of Aerospace Administration. Major in personnel management.• Experience in operational, logistical, and administrative unit personnel management, both in Lima and the provinces.• Specialist in organizational behavior and rationalization.• Postgraduate in administration and industrial relations.• Leadership driven, disciplined, with a vocation for service.• Command and General Staff Course.• Knowledge of English.
Existing gap	
Updates on legal and labor standards for public and private employees, management indicator training, as well as pension schemes.	

Source: Created by the author.

In this regard, it is worth noting that the FAP has doctrinal norms that regulate the continuous instruction, training, and development process of military personnel (collected under the name of Operational Education Doctrine). This doctrine institutionally defines the professional profile as “the description of the set of attitudes, aptitudes, and knowledge that FAP Personnel must achieve in their various specialties to correctly perform the functions of the organic positions assigned during their professional career.” (ESFAP, 2017)

Based on the previous, it can be stated that FAP military personnel receive permanent and intensive training throughout their military career. Thus, they maintain an optimal level of knowledge in their respective specialty; this essential to efficient performance in the different positions assigned in the various units and dependencies nationwide. Upon termination of active service, the personnel retains their capacities and competencies, and, therefore, they are fully qualified to continue working in other civilian positions or, instead, require only a specific inductive process to do so.

Design of a job retraining program

Based on the results presented, which mainly show the willingness and favorable opinion of the respondents, as well as the analysis of the gaps in skills, the proposal for the design of a job retraining program, is presented below. This design contemplates two stages composed of different phases.

First stage: raising awareness

This stage is directed to military personnel approaching retirement and those in this situation that wish to participate. It intends to counteract any adverse effects and guide them to continue their professional development in another workplace. It has the following phases:

- *Phase 1. Counseling.* Timely psychological support in the face of the sudden loss of employment and truncation of the military career.
- *Phase 2. Willingness to participate.* Aimed at getting staff to self-define their capabilities to participate in the program.
- *Phase 3. Focus on work as a personal goal.* It seeks to have participants consider and reevaluate their personal goals, providing advice regarding the labor market.
- *Phase 4. Decision making at work.* Seeks to have participants decide on their direction, either towards a dependent or independent job.

Second stage: execution

This stage is directed to those that have agreed to enter the job retraining process. Its purpose is to adapt professional profiles to the needs of the labor market; this is sought through six modules:

- *Module 1. Human Resources.* It registers the information of retired military personnel and those enrolled in the program.
- *Module 2. Motivation.* It involves motivation and orientation workshops to improve the participants' self-esteem and guide them to make adequate work decisions, promoting a greater approach with the institution based on a permanent and cordial interactive relationship.
- *Module 3. Training.* It involves training to level participant competencies according to the analysis of the gaps between the labor market and the participant's specialty.
- *Module 4. Job bank.* A database, which is permanently updated with information on the participants who have completed the training process and are available to companies that require qualified personnel.
- *Module 5. Opportunities.* It contains the data related to companies' personnel requirements, participants are postulated, and the results obtained are recorded.
- *Module 6. Sample graphics.* The information concerning the military personnel and the jobs obtained are recorded, input, and presented in charts.

The design is mainly directed to senior officers, including Majors, Commanders, Colonels, and Generals, as well as technicians in their last degrees and years of service, that are close to retirement or those that are already retired and unemployed. The program is voluntary, and its benefits extend to the participant's family. It has no cost for those interested and managed by the military institution's authorities. Moreover, it creates inter-institutional networks to facilitate reentry into the labor force.

Ultimately, the proposed design has the objectives of offering counseling to military personnel to use their available time productively, provide them with tools that facilitate the adaptation of their skills to the profiles required in the labor market, provide guidance to redefine their goals, provide continuous advice, and a job bank dedicated to their reintegration into the job market.

Qualitative analysis of adaptability, practicability, and acceptability

Finally, a qualitative analysis using the APA General Staff technique (adaptability, practicability, and acceptability) is presented (ESFAP, 2008), based on the results and the program design proposal, to evaluate and demonstrate the feasibility of this proposal.

Regarding *adaptability*, the program is fully adaptable to the changes that are taking place within the institutional modernization process. It also concurs with job growth expectations. Therefore, only institutional provisions that are within the authority's reach will be necessary and not higher-level provisions.

Concerning its *practicability*, there is no means to oppose the program. The institution has sufficient infrastructure for its execution (schools and logistical and operational units) and the required human resources (administrative, military, and civilian teachers), as well as materials and sufficient technology. Therefore, in terms of the availability of means, the solution is entirely feasible and sustainable. It can be fully adapted as a solution to the problem under study, as it addresses economic, social, and environmental variables.

Regarding its *acceptability*, the model has a positive impact on the system. It increases motivation among the staff and generates well-being, as well as feelings of identification and gratitude. From the cost-benefit point of view, this proposal has the quality and infrastructure to solve the problem. If the program is executed, the benefits will be greater than the costs assumed. Thus, it is acceptable in terms of cost-benefit. The adequacy of professional gaps between one profile and another is limited and easy to resolve. Thus, the program will improve the socio-labor condition of retired military personnel. This improvement will have a favorable impact on the FAP Personnel Administration System. In terms of its impact on the system, its acceptability is guaranteed. On the other hand, the risks are minimal because it does not create a latent danger that could affect the program's execution. Thus, the evaluation of this proposal is fully adaptable, practicable, and acceptable.

Discussion

It is evident that considering the background, the references mentioned, and the results, the renewal of military cadres occurs annually, and its nature is irreversible. It is based on laws and regulations that oversee the military. Periodically, a significant number of military personnel are permanently retired. This process produces feelings of frustration in the retired personnel and rejection towards the institution to which they have dedicated many years of work; they consider their estrangement unfair.

They are provided no work assistance measures to enable them to obtain a new job in the civil sector.

This study's adaptability, practicability, and acceptability analysis reveals that the institution has the means to implement this job retraining program. Therefore, its application does not require additional investment by the State. Moreover, there are private entities connected to the institution that associate active and retired military personnel. They would be responsible for managing the job bank modules for job offers in areas of the national, regional, and local government through inter-institutional agreements with universities, private companies, and the public sector.

As seen, the proposed model responds to the studies and research carried out by Pujol (2001) in Spain, which adapts personnel competencies to the required profile. It has also been based on Aguilar (2007), Dondero (2010), Flores (2018), and Maya et al. (2019), who, in their respective studies, propose models in different phases. These studies converge with the proposed program in that it should involve stages of awareness, training, and job opportunities to generate greater opportunities. On the other hand, Huertas (2013) concludes that the skills, knowledge, and experiences obtained by retired military officers can easily be linked to civil society. Puga (2008) points out that, that because of the armed forces' need to support its available personnel and in compliance with the regulations, there are under a constant renewal process, which releases highly qualified personnel with ample education, training, and experience.

Studies by the ManpowerGroup (2017) indicate that there is a high rate of entrepreneurs who have difficulty finding professionals with soft and technical skills, making retired military personnel with more than 20 years of experience a favorable option. In turn, Weller (2006) points out that the young have an advantage over older generations when it comes to accessing *online* search engines. This condition must be considered when adapting programs to compete in the labor market.

According to Guerrero (2014), in his comparative analysis involving the Spanish Armed Forces, upon retiring, military personnel are of working age and in a position to contribute to national development, given their training and adaptation skills to continuous change. He also points out that they are prepared to adapt to the needs of society from inside the institution. This advantage is what we are seeking with this proposed retraining program, to facilitate the retired personnel's reintegration into the labor market.

Upon retirement, military personnel not only experience distress and dissatisfaction with the situation, as Pérez (2015) points out, upon reintegration, they also face a changing and competitive work environment, something new in their way of life. This proposal concurs with this idea. Therefore, it asserts that they must first undergo

a work-related self-diagnosis and an awareness-raising process to adapt their skills to those required by the labor market later and thus achieve their re-entry.

From the first day until the end of active duty, military organizations practice a culture of constant training and learning. Kiyosaki's (2016) experiences and those of his two collaborators show us that military service personnel is prepared and trained to handle a different work world, especially the business world. In the course of his military life, service members acquire skills and expertise through the military's particular form of training and active teaching. These faculties facilitate labor reinsertion, more so as an entrepreneur than as an intrapreneur, that is, as a dependent employee.

In this sense, the proposed design is favorable. It coincides with these indicated labor strengths, as well as with the results of the study. One of the important phases in consideration of this proposal is the adaptation of professional profiles through training in soft and technical skills, which bridge the possible gaps in competencies between the profile of the civilian labor market and that of military personnel upon retirement.

A unique case is that of regional commercial aviation, which constantly requires commercial airlines to recruit pilots, making official armed forces pilots excellent options given their ample preparation and military training and inciting them to enter the civilian work market before completing their years of service.

Future research could involve retired or close to retired military personnel that are unable to adapt to the productive civilian system even when they are of working age. For this, it is necessary to propose other possibilities such as, for example, staying in the active reserve or establishing alliances with regional and local governments.

Conclusions

Thus, it is evident that the design of a job retraining program can facilitate the re-entry of retired military personnel into the labor market. The gap between the professional profiles of this personnel and the profiles of the jobs in the civil sector is relatively slim. To achieve their full preparedness, a short-term and low-cost training or knowledge updating process is necessary, which is contemplated in this proposal.

Finally, the job retraining program adapts the capabilities and potential of displaced military personnel to the demands of the labor market to provide them with the opportunity to access new jobs in civilian settings.

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