

*The Commercial Club of Chicago*



**Veterans Working Group  
Meeting**

**Wednesday, April 30, 2014**

# Meeting Overview

## **Welcome and Review of Agenda**

David Hiller, President and CEO, Robert R. McCormick Foundation

## **Lightning Round 1.1.1**

One person per company, with one idea, speaking for one minute

## **Member Case Studies**

Griffin Goldin and Beth Grant, Exelon

Jim Holmes, Bank of America

Kirsten Carroll (moderator), Civic Committee of the Commercial Club of Chicago

## **Survey Results Overview and Discussion of Implications**

Amy Sherman, Council for Adult and Experiential Learning (CAEL)

## **Open Mic**

## **Wrap Up**

David Hiller, President and CEO, Robert R. McCormick Foundation

# LIGHTNING ROUND 1.1.1

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# MEMBER CASE STUDIES

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# Exelon Military Recruiting Strategy Overview

Beth Grant, Director Talent Acquisition  
Griffin Goldin, Sr Analyst National & Strategic Programs



# Agenda

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- **Exelon's Military Outreach Strategy**

- Key Military Partnerships
- Military Recruiting Events
  - Selecting Events
  - Event Materials and Toolkit
  - EMAC Attendees
- Exelon's Military Advertisements
- Exelon's Military Career Page

- **Exelon's Military Hire Tracking**

- New Hire Resume Review
- Monthly emails to veteran new hires, recruiters, and HR Leadership Team

- **Making Veteran Hiring a Priority**

- Recruiter Trainings
- Internal and External Communications

- **Key Lessons Learned**

# Exelon's Military Outreach Strategy

**Goal:** Exelon is a Military Friendly Organization. Our military and veteran initiatives will assist the men and women who serve our country to re-enter the workforce while also providing a solid pipeline of strong, loyal, and diverse candidates.

## Key Strategies

- **Early Outreach**
  - PaYs Program – connect with soldiers while they are still in service
  - Military Base Visits
- **Brand Recognition**
  - Advertising – focus on the top, most appropriate external channels
  - Awards – target top awards
  - Giving back to the veterans through Volunteer Events – at the OpCo and Corporate level
- **Promote Exelon's Open Jobs**
  - Military Job Boards – cross post all external jobs and utilize sites with military translators
  - Veteran Career Fairs – utilize in person and virtual opportunities to connect with veterans
  - Wounded Warriors Project: Warriors to Work
  - LVERs and DVOPs
  - Hiring Commitments
    - Joining Forces
    - 100,000 Jobs Mission
    - Hiring 500,000 Heroes



# Building Partnerships with Military Organizations

	<b>G.I. Jobs</b>	<b>Veteran Recruiting Services</b>	<b>Civilian Jobs</b>	<b>RecruitMilitary</b>	<b>US Veterans Magazine</b>	<b>Military Times</b>
<b>Award</b>	Top 100 Military Friendly Employers <b>(Exelon honored 2008 – 2014)</b>	-----	Most Valuable Employer (MVE) for Military <b>(Exelon honored in 2013. 2014 TBD)</b>	-----	USVM Best of the Best <b>(Exelon honored in 2013. 2014 TBD)</b>	Best for Vets (BFV) Employers <b>(Exelon honored in 2013 - 2014)</b>
<b>Advertising</b>	Nuclear Issue (Jan) Energy Issue (Nov) Flagship Issue (Dec)	-----	June/July MVE Issue	May/June Search & Employ Magazine Issue	Memorial Day Tribute /“Oil, Gas, and Energy” (May)  Best of the Best Issue (Aug)	**Advertising Opportunities Available – not participating in 2014**
<b>Job Fairs</b>	-----	<b>12 Virtual Career Fairs in 2013</b> <b>9 Virtual Career Fairs in 2014</b>	<b>6 Career Fairs in 2013</b> <b>4 Career Fairs in 2014</b>	<b>6 Career Fairs in 2013</b> <b>8 Career Fairs in 2014</b>	-----	-----
<b>Job Postings</b>	Link from Top 100 List to careers site	Link from VRS to Exelon careers site & jobs posted on VRS	All Exelon jobs posted to site	All Exelon jobs posted to site	Link from USVM site to Exelon careers site	All Exelon jobs posted to site
<b>Editorial Opportunities</b>	Industry highlights, veteran success stories	Opportunities to highlight Exelon as a veteran friendly employer (Fox & Friends segments, press releases)	The Top 40 Under 40 Military - features employees	Opportunities to highlight Exelon as a veteran friendly employer	Opportunities to highlight Exelon as a veteran friendly employer	Opportunities to highlight Exelon as a veteran friendly employer



# Military Career Fairs & Base Visits Overall Strategy

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**In 2013, Exelon attended 42 Military Hiring Events**

## **Strategy for Targeting and Attending Events:**

- Target military career fairs and military bases in Exelon's key locations
- Target national career fairs and military bases that specialize in the Military Occupational Codes Exelon is targeting (varies by OpCo)
- Utilize EMAC to ensure veteran attendees are present at military career fairs when ever possible
- Provide military specific Exelon career fair handouts for each OpCo attending
- Utilize military specific candidate information forms
- Schedule logistics calls to review the Exelon Military Toolkit & have copies of document onsite

# Military Career Fairs & Base Visits: Military Materials



## Exelon Opportunities

What if you did something to make your career soar?

Exelon Corporation is the leading U.S. competitive energy provider, with one of the cleanest and lowest-cost power generation fleets and largest retail customer bases in the country. The Exelon family of companies participates in every stage of the energy business, from generation to power sales to transmission to delivery. Headquartered in Chicago, the company has operations and business activities in 47 states, the District of Columbia and Canada.

At Exelon, we know it's not all about poles, wires, voltage, and petroleum. Exelon is committed to strengthening and enriching the communities where we operate. Through Exelon's 2020 initiative, the company will reduce, offset, or displace more than 15 million metric tons of greenhouse gas emissions per year by 2020.



## Transition from the Military to Exelon

At Exelon, we recognize the value of constant improvement. As the nation's leading competitive energy company, we are driven to perform and our military veteran employees bring the background and skills that help drive our progress. From engineering to operations to security and beyond, there are opportunities throughout the Exelon family of companies for you to create a brighter future.

Exelon seeks employees who are committed to its core values: dedication to safety, active pursuit of innovation to better serve customers, integrity, and accountability to our communities and the environment. As a result, the company recruits and works to retain individuals who have military experience. Exelon values veterans' leadership, management, and critical thinking skills as well as their ability to easily and quickly adapt to a new environment, which is critical in the dynamic energy business.

## Exelon's Military Employee Resource Group



Exelon Militaries Actively Connected (EMAC) provides a network of support for veterans, those who support the military, and employees who currently serve in the reserve component and mobilized reservists transitioning back into civilian life. EMAC advocates for the recruitment, retention and advancement of military veterans.

[www.exeloncorp.com](http://www.exeloncorp.com)



## Military Candidate Information Form

To be completed by Exelon representative

Candidate Name: \_\_\_\_\_ Branch in Military: \_\_\_\_\_  
 Military Grade: \_\_\_\_\_ Military Occupational Code: \_\_\_\_\_ Date of Availability: \_\_\_\_\_

### Please check all that apply: The candidate

- is professional
- is energetic and excited about Exelon
- has necessary experience
- exhibits Exelon Value Based Behaviors

### Candidate expressed interest in specific OpCo:

- BSC
- BGE
- ComEd
- Constellation
- Generation
- PECO
- Open

Additional notes specific to job requirements:

### Candidate expressed interest in the following geographic location(s):

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

Name: \_\_\_\_\_ OpCo: \_\_\_\_\_

## Military & Individuals with Disabilities Recruiting Event Toolkit

2014

Toolkit Includes

- Talking points on Exelon's overall commitment to hiring military
- Sample questions to ask a military candidate
- Questions to avoid when speaking to a military candidate
- Talking points about EMAC and training for veterans at Exelon
- Information on Military Transition Timeline
- Military Rank and Grade Cheat Sheet



# Military Career Fair Attendees: EMAC

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- Exelon veterans from Exelon Militaries Actively Connected (EMAC) attend military hiring events with the recruiting teams to help our team best connect with veteran candidates.
  - Veteran employees can help translate military skills
  - Highlights our commitment to hiring and supporting veterans – both internally and externally
  - Veteran hiring managers are committed to bringing in new military talent



# Exelon's Military Specific Advertisement



We are driven to excel.

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[www.exeloncorp.com/careers](http://www.exeloncorp.com/careers)



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# Exelon's Military Career Page

## Transition from the military to Exelon

At Exelon, employees with prior military experience are a highly pursued source of talent. We value their leadership, teamwork, integrity, and commitment to excel.

### Military to Civilian Jobs

Not sure how your military skills translate to the civilian world? Use your military job code (MOS/AFSC/Rating) to find related civilian occupations.

Military Job Code

Example: 12R or 9901




- » All Military Jobs
- » Army Jobs
- » Navy Jobs
- » Marine Jobs
- » Air Force Jobs
- » Coast Guard Jobs

- » Security Jobs
- » Corporate Jobs
- » Customer Service Jobs
- » Competitive Energy Sales Jobs

### Opportunities for Veterans

Exelon is committed to our military veterans. Each year, we participate in a variety of initiatives to showcase Exelon's many career opportunities. For example, Exelon attends military recruiting fairs, advertises in military publications, and partners with Transition Assistance Program (TAP) offices in an effort to help military veterans make a smooth transition to a civilian lifestyle.



Veterans make up approximately 10% of Exelon's total workforce. Candidates with military experience are commonly recruited to join the following fields within the organization:

"We have a long and successful history of actively recruiting employees with military backgrounds as a critical component of our pipeline and experienced-hires strategy. Their attention to detail, process rigor and strong leadership attributes are essential to Exelon's continued strong performance, as well as to both individual and team development."

Amy Best, SVP & Chief HR Officer

### Exelon's Military Network

Exelon Militaries Actively Connected (EMAC) is one of Exelon's Employee Network Groups. EMAC promotes a positive workplace environment for those with prior military service and employees who would like to be involved in military issues, and establishes a networking tool for all employees regardless of military affiliation across Exelon and its operating companies.

### Exelon Military Upcoming Events

Date	Event	Location
February 26, 2014	Veteran Recruiting services	Virtual Career Fair
March 4, 2014	Military Rotaal Networking Event	Emmett's Tavern, West Dundee, IL
March 12, 2014	Fort Bragg Veteran Career Fair	Fort Bragg, Fort Bragg, NC
March 18, 2014	Recruilitary Veteran Expo	Citizens Bank Park, Philadelphia, PA
March 26, 2014	Hiring Our Heroes Veteran Expo	UIC Forum, Chicago, IL
March 27, 2014	NCOA Career Expo	Norfolk, VA
April 1, 2014	Military Rotaal Networking Event	Emmett's Tavern, West Dundee, IL
April 1, 2014	TriBase Career Fair	Jacksonville, FL
April 2, 2014	Fort Hood Veteran Career Fair	Club Hood, Fort Hood, TX
April 8, 2014	Recruilitary Veteran Expo	Itac's, Chicago, IL



Exelon has been recognized as number 96 on the 2013 "Top 100 Military Friendly Employers" by GI Jobs. This is the fifth consecutive time Exelon has honored. View our ad in GI Jobs' January 2013 Nuclear issue.

# Exelon's Military Hire Tracking and Reporting

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## Encouraging Self ID

- Talent Acquisition reviews resumes for all new hires to check for military experience.
- Talent Acquisition sends a weekly email to veteran new hires to:
  - Welcome veteran new hires to Exelon;
  - Suggest the new hire self identify as a veteran;
  - Provide information about EMAC and how to join; and
  - Provide information about how to request an accommodation.

## Making Veteran Hiring a Priority

- Talent Acquisition sends a monthly email to each Recruiting Team.
  - Overall percent veteran hires for the month
  - Number and list of veteran hires for the Operating Company
  - Highlight top recruiters hiring veterans
  - Quarterly detailed summary of military hires (top positions, OpCo break out, year over year comparison)
- Talent Acquisition sends a monthly email to HR Leadership Team.
  - Overall percent veteran hires for the month
  - List of military events attended across the company for the month

# Exelon's Military Training and Communication

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## Recruiter Training

- “The Value of a Veteran” Recruiter Training
- Lisa Rosser conducted an in-person, all day training for Exelon Recruiters in 2013, and she will hold 2 in person trainings for all recruiters in June 2014.
- Topics: Exelon's Workshop includes the following topics:
  - Understanding all your cost/low-cost/no cost sourcing options for finding veterans to hire
  - Gaining By in From Hiring Managers
  - Recruitment marketing tactics for conducting outreach to the military and social media recruiting techniques
  - Military Skills Translation and Interviewing

## Internal and External Communications

- Partner with Communications Team to highlight veteran initiatives
  - Internal: Stories in internal publications & on internal website
  - External: LinkedIn, Twitter, Local News outlets





# Key Lessons Learned

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## **Gain support for the initiative**

- Leadership
- Recruiting Teams
- Hiring Managers
- Employees

## **Understand the value military candidates will bring to your organization**

- Build a business case
- Understand how veteran hiring will help meet organizational goals

## **Create a military-friendly environment within the company**

- Strong support system for veteran employees
- Utilize current veterans to recruit new veteran hires

## **Create goals and track and report out on results**

- Understand what “good” looks like for your organization
- Focus on progress and successes
- Reassess strategies when necessary



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# Bank of America: Support for Service Members

Jim Holmes, MBA, Vice President, Small Business Banker

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# Key Facts

## Military and Veterans Affairs Team (MVAT)

Coordinates efforts to support the military

Focuses on reintegrating service members in the civilian workforce through education, employment, wellness and housing

Financial Services	Employment	Community Outreach
<p>Have been providing financial services to military personnel since 1920</p> <p>Currently serve more than 2 million active and veteran military households</p> <p>Operate military banking facilities overseas in 10 countries - including 73 banking centers and more than 300 ATMs - managed through a contract with the Department of Defense</p>	<p>More than 6,500 active service members and veterans work for Bank of America - including more than 2,000 hired in 2013</p>	<p>Since 2009, have provided more than \$11 million in financial support to military nonprofits, including \$3 million in 2013</p> <p>In 2013, more than 4,100 employees contributed 38,000 volunteer hours at nearly 300 military events</p> <p>Donated more than 900 properties to military and veteran support organizations nationally</p>



## Veteran Recruitment

- **Identifying and actively recruiting** top talent by working with established recruiting forums:
  - ❖ Transition Assistance Program;
  - ❖ Service Academy Career Conference;
  - ❖ RecruitMilitary;
  - ❖ The Military Spouse Employment Partnership;
  - ❖ National Veterans Transition Services, Inc.
  - ❖ MBA Veterans Conference; and
  - ❖ U.S. Chamber's Hiring Our Heroes
- **GBAM Veteran Associate Program** provides selected veterans with job training and experience in the sales, trading, research and banking businesses
- **Hiring disabled veterans** through the Department of Defense Hiring Heroes and Wounded Warrior Project, and the VA's Vocational Rehabilitation and Employment Division





## Veteran Engagement and Support

- **Military Support & Assistance Group (MSAG) Employee Network**

- ❖ Provides development opportunities for military employees, their families and friends
- ❖ Networking, mentoring, volunteer events and information forums
- ❖ 27 chapters have more than 5,000 employee members; 60% are veterans

- **Support for Employees on Active Duty and Military Dependents:**

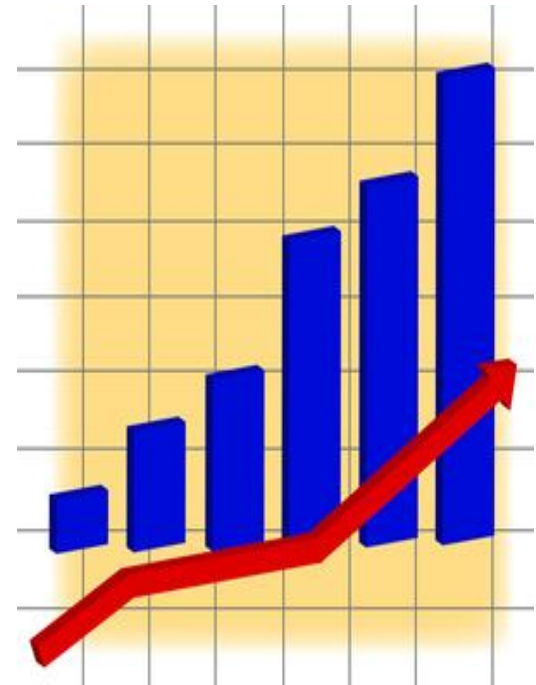
- ❖ Onboarding for newly-hired veterans, reservists, guard or military spouses
- ❖ Full pay during each military leave for 90 days, then differential pay for up to five cumulative years
- ❖ MSAG helps deploying employees connect with leaders for coaching, support and mentorship
- ❖ Job transition assistance for employees relocating due to permanent change of station, as well as for employees with a military spouse





## Financial Education for Service Members and Veterans

- Deliver and support programs that assist service members and veterans improve their financial lives
  - ❖ Ongoing financial education and coaching taught by Bank of America Community Volunteers
  - ❖ Fifteen banking centers located on U.S. military bases offer financial planning classes
  - ❖ Nonprofit partnerships that deliver financial education, wealth-building and tax-preparation services, and scholarship opportunities, including Wounded Warrior Project, Student Veterans of America, Military Saves, Special Operations Warrior Foundations, National Disability Institute Operation Reboot, and Project Hire





## Community Outreach and National Partnerships: Housing

- **Supportive Housing:** Provide housing assistance to transitioning service members and their families tied to case management, safety net programs, emergency assistance and access to benefits
  - ❖ Operation Homefront
  - ❖ Purple Heart Homes
  - ❖ 100,000 Homes Campaign Powered by Community Solutions
  - ❖ Rebuilding Together
  - ❖ Habitat for Humanity Homes for Heroes
  - ❖ Military Warriors Support Foundation
- **Property Donations**
  - ❖ More than 900 properties donated through the end of 2013
  - ❖ Well ahead of schedule on three-year commitment to make available up to 1,000 properties to nonprofits that provide homes for veterans and first responders
  - ❖ Illinois Donations: 52 donations done; 5 donations in-process





## Other Community Outreach and National Partnerships

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- **Workforce Development:** Provides transitional employment opportunities, job training and vocational education for service members, their spouses and caregivers through Wounded Warrior Project, Student Veterans of America, Mission Continues, Goodwill Industries, Special Operation Warrior Foundation and Team Rubicon, in addition to a number of local transition organizations
  - ❖ In 2013, launched a partnership with Goodwill Industries to create Vested in Veterans, which helps veterans and family members build a career and financial plan, enroll in education programs and find employment. The partnership has already helped nearly 100 veterans find employment
- **Access to Critical Services and Reintegration Support:** Helps military families access critical tools and resources necessary to transition from active duty to civilian life through Operation Homefront, Fisher House, Community Solutions, Going Home (Rush Medical) and Welcome Back Veterans
- **Economic Security:** Bank of America Charitable Foundation committed \$1 million to the George W. Bush Institute to build programs to improve the well-being and economic security of veterans
- **Overall Support:** Express Your Thanks campaign invited our communities to join us in honoring military men and women through pictures and messages of support; for every expression, we donated \$1 to Wounded Warrior Project and Welcome Back Veterans, raising more than \$1 million in 2013
- **Leadership:** Bank leaders serve on the boards of USO, Five Star Veterans Center, Operation Homefront, Association of Military Banks of America





## Recognition

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- 2013 Secretary of Defense Employer Support Freedom Award winner
- Received numerous Patriot, Above and Beyond and ProPatria Awards from the Employers Support of the Guard and Reserve (ESGR) and Department of Defense
- Among *G.I. Jobs* magazine “Top 100 Military Friendly Employers” for last seven years
- One of *U.S. Veterans Magazine’s* “2013 Best of the Best: Top Veteran-Friendly Companies”





## Lessons and Takeaways

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- Veteran engagement from the first click
- Engaged veterans are retained veterans
- Integrate your lines of business in support of the military and their families



## Resources

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- [www.bankofamerica.com/military](http://www.bankofamerica.com/military)
- [careers.bankofamerica.com/military](http://careers.bankofamerica.com/military)
- [www.bankofamerica.com/militaryhomeowners](http://www.bankofamerica.com/militaryhomeowners)
- [www.bettermoneyhabits.com](http://www.bettermoneyhabits.com)
- [www.dodcommunitybank.com](http://www.dodcommunitybank.com)
- Mortgage Customer Service Team: 877.430.5434
- [Service Member and Veteran Financial Empowerment Resources](#)

# QUESTIONS AND DISCUSSION

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# OVERVIEW OF SURVEY RESULTS AND DISCUSSION

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OPEN MIC

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WRAP UP

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