

The Commercial Club of Chicago



**Veterans Working Group
Meeting**

Thursday, September 28, 2017

WELCOME AND REVIEW OF AGENDA

David Hiller
Robert R. McCormick Foundation

Meeting Overview

Welcome and Review of Agenda

David Hiller, Robert R. McCormick Foundation

Lightning Round

Veterans Working Group Introductions and 1.1.1

Presentations

Overview: Veterans Employee Resource Groups (VERGs) and Performance Measures

Amy Sherman, Council for Adult and Experiential Learning

Panel: Using VERGs and Performance Measures to Support Retention

Moderator – Amy Sherman, Council for Adult and Experiential Learning

- Rosalinda V. Maury, Institute for Veterans and Military Families
- Mike Cassel, The Boeing Company
- Philip Ferrer, AT&T

Table Talk

Veterans Working Group Members

Wrap Up

David Hiller, Robert R. McCormick Foundation

Networking and Lunch

Kirsten Carroll, Commercial Club of Chicago

LIGHTNING ROUND

OVERVIEW:

VETERAN EMPLOYEE RESOURCE GROUPS (VERGS) AND PERFORMANCE MEASURES

Amy Sherman,
Council for Adult and Experiential Learning

Retention Strategy: Veteran Employee Resource Groups (VERGs)



In its 2013 *Veterans in the Workplace* study, the US Department of Veterans Affairs found that:

- ❑ The support and development of veteran affinity groups is a critical element to veteran retention
- ❑ Creating opportunities for peer support among veterans in the workplace is one of the most highly effective steps for creating a corporate culture that is conducive to veteran success

Source: Veterans Employment Toolkit (2013) at www.va.gov/vetsinworkplace

Veteran Employee Resource Groups can support retention by:

- ❑ Easing the military-to-civilian workforce transition
- ❑ Fostering a sense of community and engagement
- ❑ Providing mentoring and coaching from seasoned employees
- ❑ Supporting a robust veteran tracking process by encouraging self-identification
- ❑ Developing internal and external professional networks
- ❑ Increasing members' access to organizational leaders and raising their visibility across the organization
- ❑ Offering VERG leaders the opportunity to develop and showcase their leadership skills
- ❑ Providing opportunities to support other veterans within the organization and in the community

Getting Started: Key Steps for Success



I. Secure Leadership Buy-In

- Make the business case for the VERG
- Create a mission statement that is tied to the business case
- Develop a preliminary plan and budget
- Secure executive sponsorship
- Share objectives with broader management and employees
- Establish the VERG leadership team

Source: Toolkit for Establishing and Maintaining Successful Resource Groups (Employee Assistance and Resource Network) at https://www.askearn.org/wp-content/uploads/docs/erg_toolkit.pdf

II. Learn from existing ERGs

- ❑ Reach out to ERGs already in place to network and learn about their:
 - Origin and history
 - Policies and procedures
 - Goals and metrics
 - Lessons learned

Source: Toolkit for Establishing and Maintaining Successful Resource Groups (Employee Assistance and Resource Network) at https://www.askearn.org/wp-content/uploads/docs/erg_toolkit.pdf

III. Engage Employees

- ❑ Develop materials to introduce the VERG and generate interest for joining the group

- ❑ Spread the word through:
 - Marketing collateral
 - Company newsletters
 - Email blasts
 - Intranet
 - Paystub inserts
 - Events
 - Word of mouth

Source: Toolkit for Establishing and Maintaining Successful Resource Groups (Employee Assistance and Resource Network) at https://www.askearn.org/wp-content/uploads/docs/erg_toolkit.pdf

IV. Establish Metrics

- ❑ Establish clearly defined goals and metrics to measure the success of the VERG in achieving its mission

- ❑ Sample metrics could include:
 - Veteran employee retention rate
 - Veteran employee promotion rate
 - Attendance at VERG meetings and events
 - Number of new veteran hires mentored through VERG
 - Results of veteran employee surveys to gauge employee satisfaction

Source: Toolkit for Establishing and Maintaining Successful Resource Groups (Employee Assistance and Resource Network) at https://www.askearn.org/wp-content/uploads/docs/erg_toolkit.pdf

Retention Strategy: Performance Measures



Assessing Veteran Retention: Current State

According to a 2014 Rand survey of members of the 100,000 Jobs Mission coalition:

- ❑ 2/3rd of respondents assessed veteran employee retention relative to nonveteran employees
 - ❑ Only about 1/2 of these assessments were based on empirical measures (vs. perception or anecdotal evidence)
- ❑ Many respondents were focused on recruitment-related metrics, but planned to focus more on retention in the future
- ❑ Identified challenges included a disconnect between veteran employment efforts and human resources personnel data.

Source: *Veteran Employment: Lessons from the 100,000 Jobs Mission*. RAND Corporation at https://www.rand.org/content/dam/rand/pubs/research_reports/RR800/RR836/RAND_RR836.pdf; *U.S. Employers Score High Marks for Tracking Veterans in their Workforce, Yet Few Reaching Federal Hiring Goals*. National Organization on Disability at <http://www.nod.org/news/2016/07/12/u-s-employers-score-high-marks-for-tracking-veterans-in-their-workforce-yet-few-reaching-federal-hiring-goals.html>

Benefits of Measuring Performance

A targeted set of performance measures enables employers to:

- ❑ Commit to clear veteran employment goals
- ❑ Monitor progress toward goals
- ❑ Assess the effectiveness of programs and policies that target veteran recruitment and retention, and identify unmet needs
- ❑ Comply with federal requirements

Sample Performance Measures

- Results of employee surveys
- Issues identified in exit interviews
- Promotion rates
- Turnover rates
- Military spouse hiring and retention

Best practices to encourage self-identification include:

- Application questions about “military service”
- Post-offer survey questions
- Resume reviews
- VERGs
- Challenge Coins handed out by CEO
- Events honoring military service
- Veterans honor wall
- Military leave tracking

Source: *Leading Practice: Measuring Veteran Impact in the Workplace*, Institute for Veterans and Military Families-Syracuse University at <http://toolkit.vets.syr.edu/wp-content/uploads/2012/12/LP-Tracking-Veterans.pdf>

PANEL DISCUSSION:

USING VERGS AND PERFORMANCE MEASURES TO SUPPORT RETENTION

Moderator: Amy Sherman, Council for Adult and Experiential Learning



THE COMMERCIAL CLUB OF CHICAGO: Veterans Working Group

What We Know & Leading Practices

September 2017

IN SERVICE TO THOSE WHO HAVE SERVED



What We Know

TRANSITION

- ▶ In 2016, around 11 million veterans, approximately half of all U.S. veterans (20.8 million), are active participants in the civilian labor force.



- ▶ More than three million veterans have joined the civilian workforce since September 2001.
- ▶ Nearly 200,000 veterans transition out of the military each year—and most pursue civilian careers.

- ▶ Despite the numerous resources offered to veterans, many still face challenges related to employment, especially in their transition
 - ✓ translating military experience
 - ✓ obtaining the right education and credentials
 - ✓ identifying the right job opportunities
 - ✓ overall job availability



What We Know



EMPLOYMENT

- ✓ **FINDING EMPLOYMENT IS STILL HARD** - Despite declining unemployment rates, in a self-reported study, 55% of veterans still report employment as a top transition challenge.
- ✓ **MAXIMIZE TALENT** - Private sector hiring (of veterans) has contributed to a decrease in veteran unemployment. To sustain this impact, firms must leverage veteran talent and maximize how veterans' skills can be best utilized within their company.

RETENTION

- ✓ **MATCHING IMPROVES RETENTION** - Matching a veteran into a preferred career can improve job retention. Equally, veterans matched in civilian positions similar to their military occupation can lead to a higher likelihood of the veteran staying.
- ✓ **EMPLOYER INVESTMENT IMPROVES MATCHING** - To effectively match veterans' career interests with a company's goals, and thereby improve on the job success and retention of veteran employees, several steps should be taken by employers: 1) be knowledgeable of the relationship between military skills and civilian workforce skills, 2) offer workforce development opportunities to veteran employees, and 3) offer workplace supports, such as veteran-specific employee resource groups.



Employer Coalition Leading Practices

EMPLOYER RESOURCE GROUPS: SOME LEADING PRACTICES

- ✓ Provide opportunities for veteran employees to participate in community service projects
- ✓ Offer online tools for veteran employees to locate available company resources
- ✓ Provide a secure forum for veteran employees to receive advice on transitioning into the workplace
- ✓ Offer recently hired veteran employees mentoring and coaching
- ✓ Offer employee resource groups that are employee-led, and can encourage veteran participation and engagement

INTEGRATION AND RETENTION: SOME LEADING PRACTICES

- ✓ Include current veteran employees in recruiting of prospective veteran employees
- ✓ Offer programs specific to veterans, such as mentorships and apprenticeships, and opportunities to advance educationally
- ✓ Continuously measure and evaluate current initiatives



Checklist: Assimilation and Employee Assistance

ASSIMILATION AND EMPLOYEE ASSISTANCE

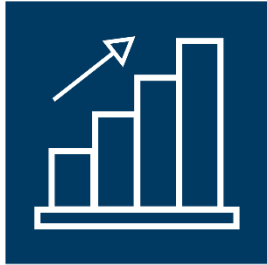
When developing a program of HR practice to support the assimilation of veterans in the workforce consider the following:

- ▶ Develop and implement Career Watch programs, where veterans who are senior-level personnel serve as a mentor/sponsor and work with veterans who are junior-level personnel.
- ▶ Empower employees to leverage existing infrastructure and resources, focused on other employee populations, to support veteran employees.
- ▶ Train professionals within existing employee assistance programs (coaches, mentors, sponsors, counselors) on veteran-specific issues such as deployment, PTSD, benefits, and others to provide in-house veteran employee assistance services.
- ▶ Create position(s) that are military-specific, such as:
 - Counselors with special training in veterans and military families issues. For example, leverage existing resources such as the Veterans Health Initiative (VHI) training program for clinicians within the VA, which provides useful study guides for non-VA providers, VA employees, veterans, and the public.
 - Military relations managers, similar to a position created by Lockheed Martin, with the sole responsibility to help those transitioning from the military to the company.
 - Uniformed Services Employment and Reemployment Rights Act (USERRA) Advisor, helping military employees to understand their eligibility, job entitlements, employer obligations, benefits, and remedies available to them under the act.
- ▶ Empower and support the creation of internal military veteran networks and councils, which will provide mentoring and support for new veteran employees. Encourage these councils to connect and collaborate with other veteran networks, veteran service organizations, and other groups that provide added value to the veteran community.
- ▶ Develop an assistance program for National Guard and Reserve members and their families. This program should provide assistance and support, during the time of deployment.



Way Ahead

OUR WAY AHEAD



POSITIVE IMPACT ON THE EMPLOYMENT SITUATION OF VETERANS

Private-sector firms positively impact the employment situation of the nation's veterans over the past decade.

EMPLOYMENT TAKING A SHIFT IN TONE AND SUBSTANCE

As the conversations have evolved and matured, veterans' employment program is beginning to take a subtle but important shift in tone and substance.

QUANTIFYING VALUE OF A VETERAN EMPLOYMENT PROGRAM

Increasingly focused on the means and mechanisms best suited to quantify the value created for the firm, relative to the investment required to resource and sustain a veteran employment program.



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For More Info

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Syracuse University



Supporting Our Heroes

Mike Cassel

Senior Director

Great Lakes Boeing Global Engagement

28 September 2017

Our Heroes

Veterans & Families



- **Workforce Transition**
Invest in training and skill development for veterans and their families
- **Recovery and Rehabilitation**
Support recovery programs for PTSD, moral/physical injuries, and suicide prevention
- **Boeing Boots on the Ground**
Deploy employees into Boeing's communities

- **Boeing helps veterans and their families successfully transition into civilian life through hiring and employment programs, community grants, and employee volunteer activities**
- **Boeing employs approximately 21,000 self-identified military veterans (representing 15% of our workforce); 7,000 of those hired and trained since 2011.**
- **Boeing's veteran recruitment & retention strategy includes a collaborative effort of the following partners:**
 - **Boeing Global Engagement**
 - **Business Resource Groups (BEVA)**
 - **Boeing Military Veteran Engagement Team (BMVET)**
 - **Boeing Diversity & Inclusion**

Military Times named Boeing #8 in its Best for Vets distinction in 2016.



Boeing Employees Veterans Association (BEVA)

- **Boeing Employees Veterans Association - A Business Resource Group focused on providing opportunities for veterans, who have served or are currently serving our country.**
- **Helps employees connect and bond over common military experiences, supports veterans transitioning into the civilian workforce at Boeing and provides an outlet for professional development, networking and community service.**
 - **Mentoring Programs**
 - **Transition Programs**
 - **Lunch & Learns**
 - **Hosting military awareness months and membership drives**



- **The Boeing Military Veteran Engagement Team issues an employee quarterly Executive Summary to ensure visibility of and connection between the many ways we as a company and workforce engage with the military and veteran community.**
 - **More than 2,400 members with lead focals at 21 sites across the U.S.**
 - **Provide an overall voice of guidance and advice to all management and employees on veteran matters, including the unique and diverse military backgrounds of our company personnel.**
- **Boeing Enterprise Veterans Career Website: boeing.com/careers/military-and-veterans/**
 - **Military skills translator tool**
 - **Tips to help vets adapt resume**

U.S. Veterans Magazine named Boeing a 2016 Top Veteran-Friendly Company.





AT&T Veterans Employee Resource Group (ERG):



AT&T VETERANS

Veterans Working Group Meeting Chicago

Date: September 28, 2017

Presenter: Philip Ferrer



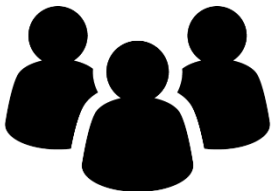
Vision:

To be the world's best corporate servant of veterans, their families, and our community.



Mission:

To tirelessly serve our Veterans, their families, and those organizations and communities dedicated to serving our nation's veterans.



Membership:

> 10,000 Members

44 Chapters

Ranked 5/12 ERGs in membership



Supporting Veteran Communities Nationwide

34

For nearly 100 years, AT&T has supported active military personnel, their families and veterans.

How do we do this?

Communicate

- Initially with veteran job seekers through programs and activities led by our Military Attraction Team, Veterans Employee Resource Group (ERG) and local external affairs partners.
- Support veteran employee community by sponsoring a military leadership speaker series, quarterly newsletters, involved with local veterans organizations as members and volunteers.

Involvement

- Support with charitable donations, volunteer time, sponsor events, promote job opportunities and maintain policies that support employees who are members of the reserve and National Guard when called.

Commitment

- Committed to hire 10,000 veterans but we have exceeded this goal with over 12,000 veterans hired by 2016. Re-committed to hire 20K Veterans by 2020.



For nearly 100 years, AT&T has supported active military personnel, their families and veterans.

Resources for veteran job seekers and their spouse

Online tools and resources, and added checkpoints to optimize success for veterans through our recruiting process, such as:

- A veteran focused career site: www.att.jobs/military
- A Military Skills Translator Tool that enables veterans to use their MOS (Military Occupation Specialty) code to identify civilian jobs www.att-veterans.jobs
- Host weekly online Job Advisor Sessions for veterans and spouses gives candidates an opportunity to ask specific questions about AT&T and the application process.
- A career page for military spouses: <http://att.jobs/doing-great-things/atts-women/military-spouses>
- Additionally, established a process for veterans to join our Veteran Talent Network, where they can participate in online video chat sessions or connect directly with an AT&T veteran to receive job search advice through AT&T's Careers for Veterans program. <http://veterans.att.jobs>



For nearly 100 years, AT&T has supported active military personnel, their families and veterans.

How do we know veterans are acclimating?

- **Leadership** starts at the top and our CEO Randall Stevenson has instituted an annual employee survey and town halls to address internal weaknesses and quality of life.
 - No subject is taboo and when a problem is identified leadership provides follow-up to all as to the solutions.
 - We do not separate military from civilians which furthers the acclamation process
 - Creating partnerships with veteran employees and new veteran employees through our ERG and other programs.
- *Executive leadership and all managers review inputs and addresses all issues openly.*
- *We encourage veterans to join a state Veterans ERGs promoting volunteerism which has been identified as effective and soul saving by the members veterans and civilians.*
- *All veteran ERGs develop close bonds via membership and volunteerism with local veteran organizations, as well as, supporting local and national events.*



We are proud to state that AT&T hired over 12,000 veterans by 2016 and intends to hire over 20K Veterans by 2020.

Annually we hold Military Leadership Speaker Series, quarterly newsletters, involved with local veterans organizations as members and volunteers.

Our ERG is a 501 c 3 non-profit and financially and technically supported by AT&T.

Survey Questions:

- 1) What quality of life issues impact you and your family the most?
- 2) How and in what areas can leadership improve?
- 3) What specific issues negatively impact your job performance?



TABLE TALK

Veterans Working Group Members

Table Talk Outline

Small Group Table Talk (10 minutes)

- Assign one person to be **Facilitator** (leads Table Talk)
- Assign one person to be **Reporter** (records answers and reports to larger group)
- Form for summary report is provided at each table
- **Facilitator** questions:
 - I. For everyone: Identify your organization and if you currently have a VERG.
 - II. For those who have a VERG: What is one leading practice you would recommend to other members?
 - III. For those who do not have a VERG: Describe a barrier to creating a VERG in your organization. Did you learn anything today that will help you address that barrier?
 - IV. For everyone: Name one best practice you are interested in pursuing based on today's meeting.

Report of Table Talk Results (10 minutes)

- **Reporter** from each table summarizes discussion for full group

WRAP UP

David Hiller

Robert R. McCormick Foundation

NETWORKING AND LUNCH

Kirsten Carroll
Commercial Club of Chicago