

The Commercial Club of Chicago



**Veterans Working Group
Meeting**

Thursday, March 3, 2016

WELCOME AND REVIEW OF AGENDA

David Hiller

President and CEO, Robert R. McCormick Foundation

Meeting Overview

Welcome and Review of Agenda

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

Lightning Round 1.1.1

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

Presentations

Profile of Women Veterans

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

National Context and Findings from “Battlefields and Boardrooms”

Katherine Kidder, Bacevich Fellow, Center for a New American Security

Panel: Lessons Learned and Best Practices

Moderator – Erica Jeffries, Director, Illinois Department of Veterans’ Affairs (IDVA)

- ❑ Tara Case, JPMorgan Chase
- ❑ Nicole Mandeville, IDVA
- ❑ Bonita Parker, ComEd
- ❑ Dina White, JPMorgan Chase

Wrap Up

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

Networking and One-on-One with Panelists and Guests

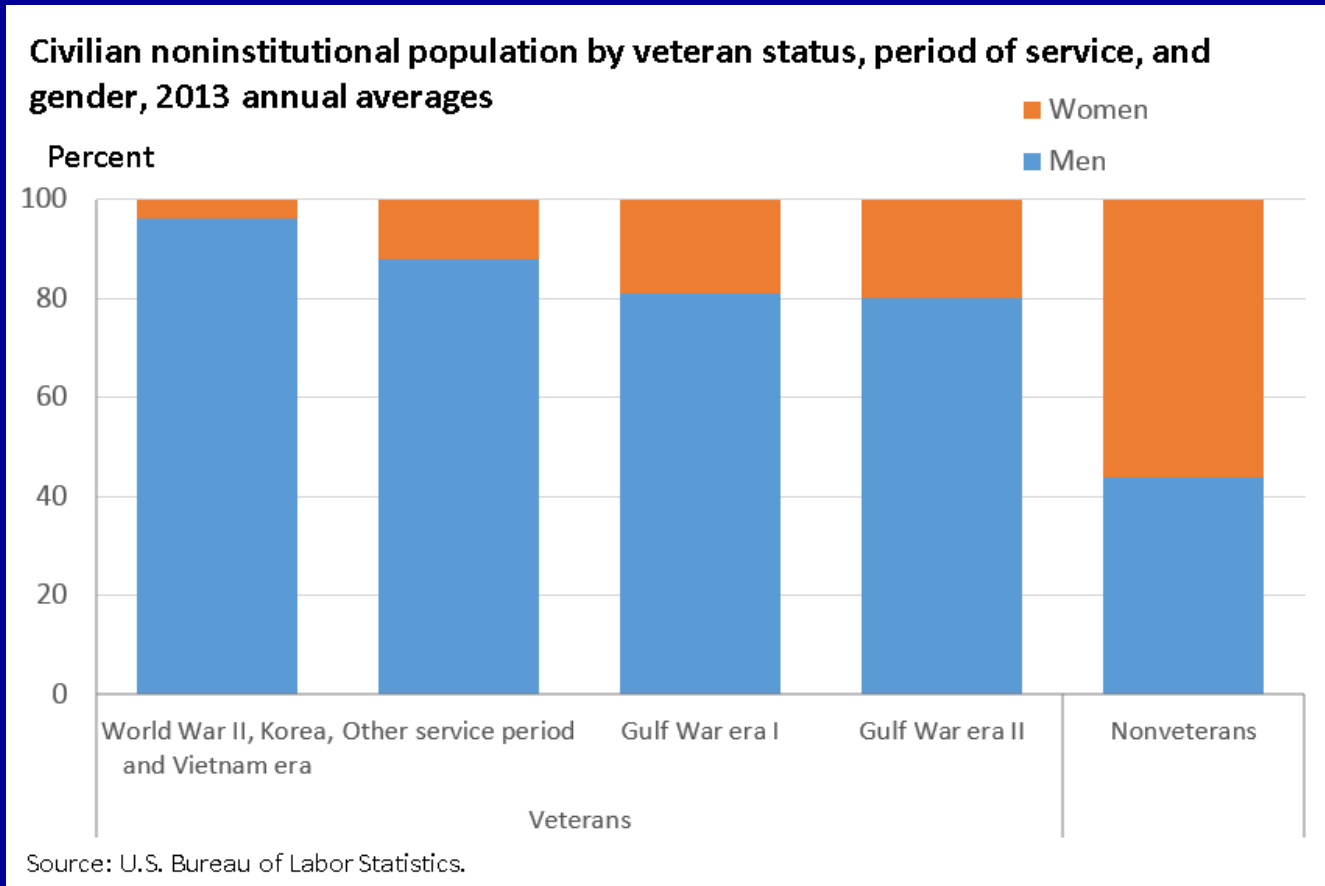
Kirsten Carroll, Commercial Club of Chicago

LIGHTNING ROUND 1.1.1

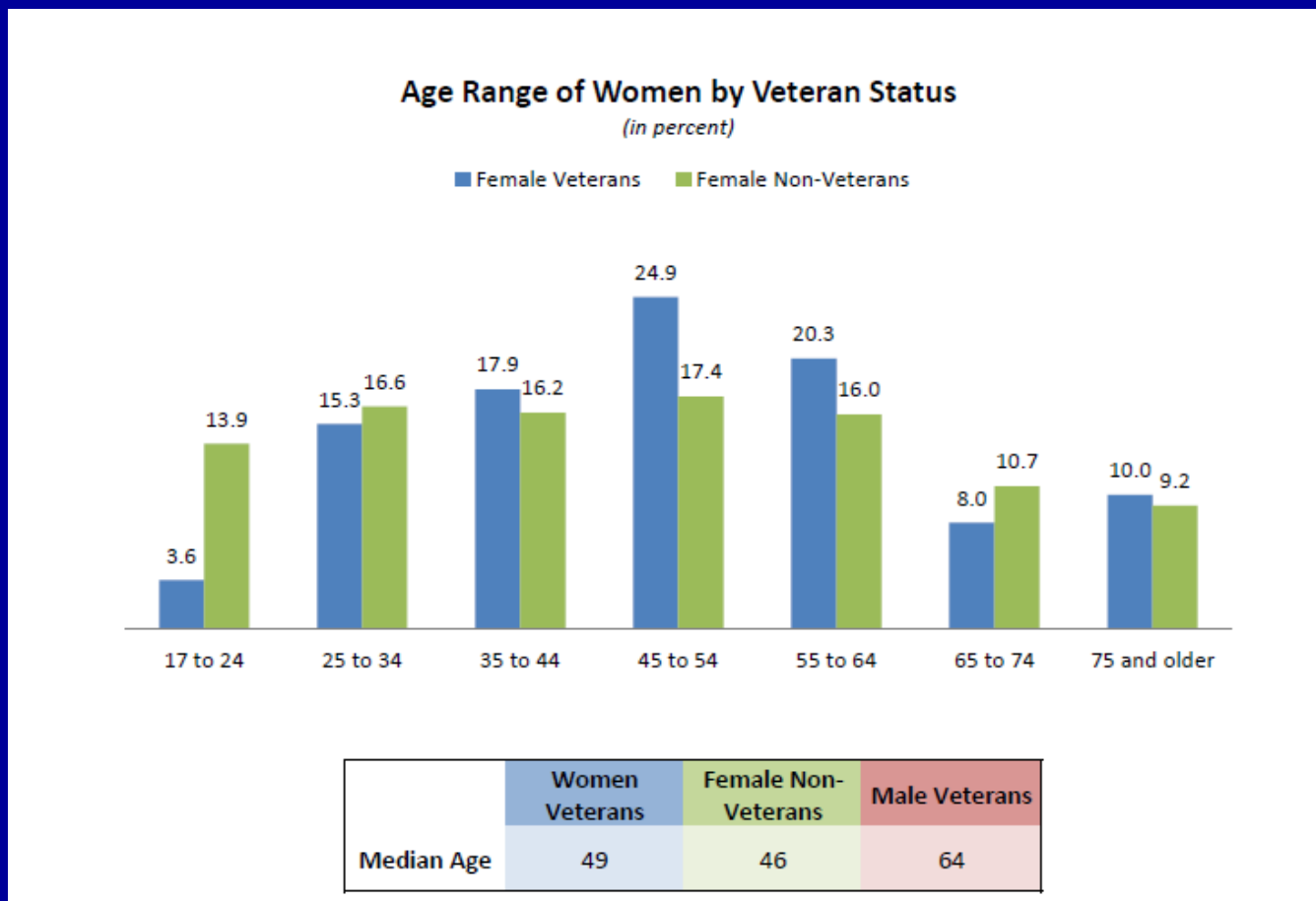
PROFILE OF WOMEN VETERANS

Amy Sherman,
Council for Adult and Experiential Learning

GROWING REPRESENTATION OF WOMEN IN THE MILITARY

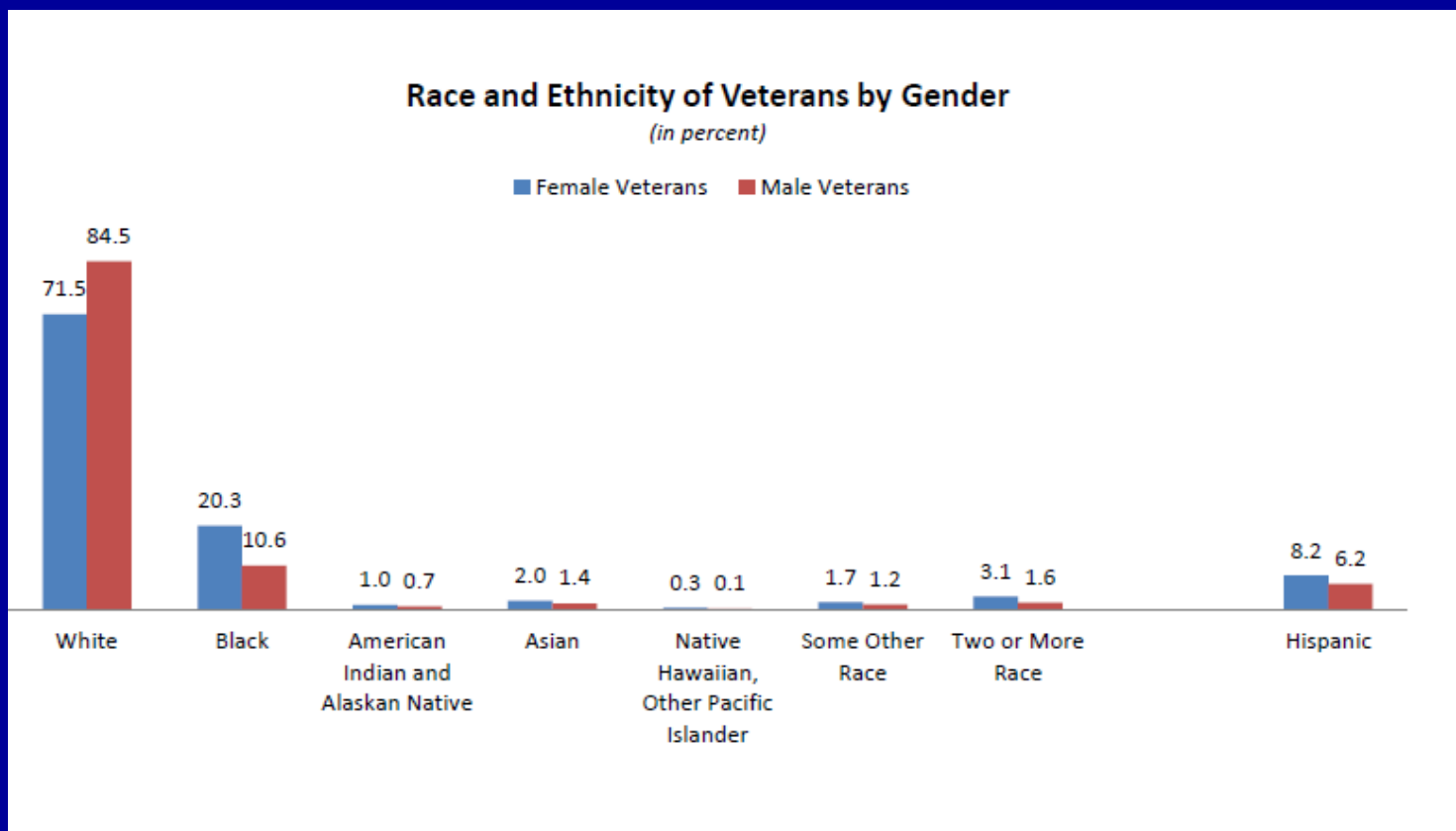


YOUNGER THAN MALE VETERANS



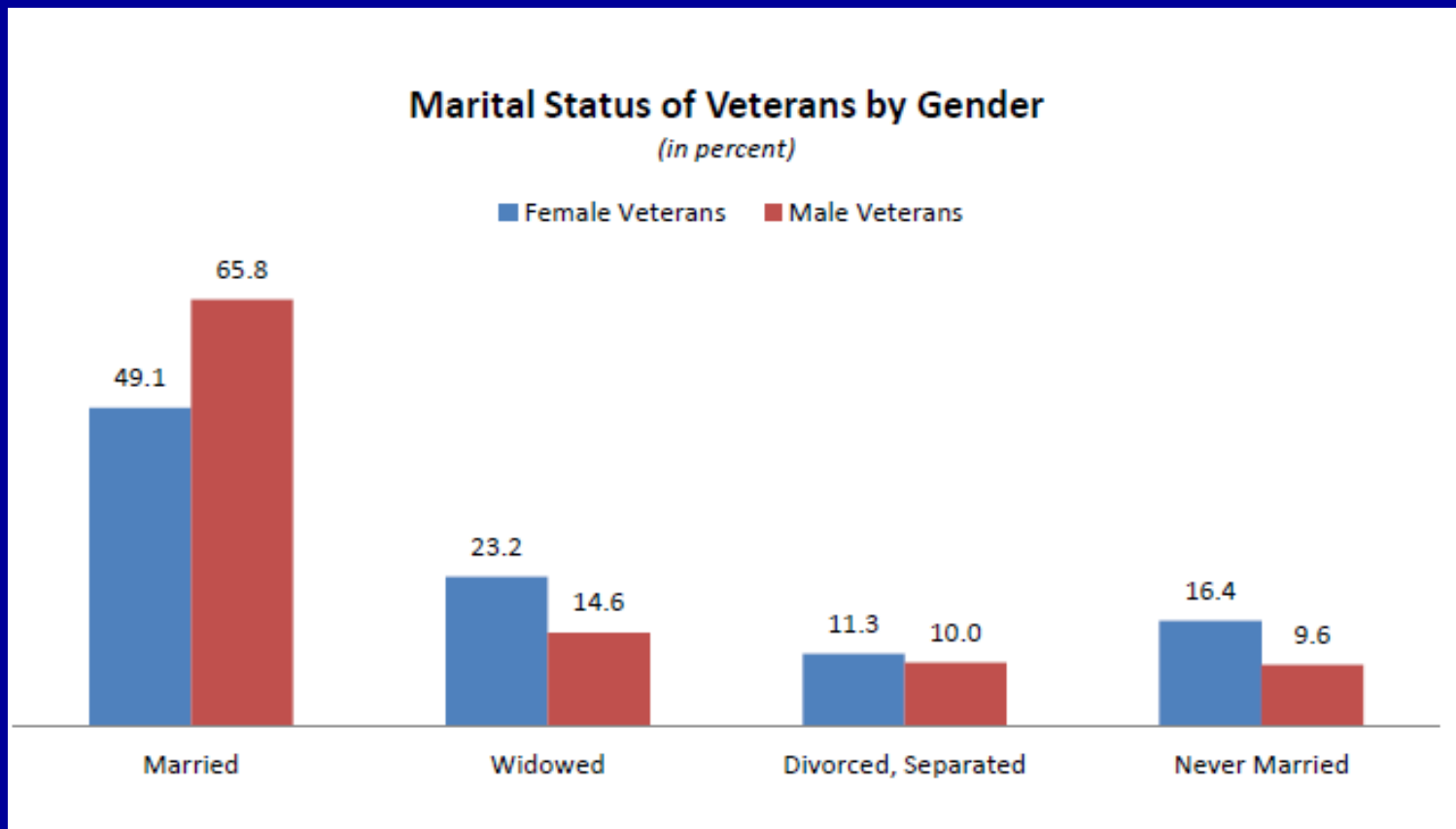
Source: "Profile of Women Veterans: 2013," National Center for Veterans Analysis and Statistics, June 2015 using data from the U.S. Census Bureau, American Community Survey, 2013.

MORE DIVERSE



Source: "Profile of Women Veterans: 2013," National Center for Veterans Analysis and Statistics, June 2015 using data from the U.S. Census Bureau, American Community Survey, 2013.

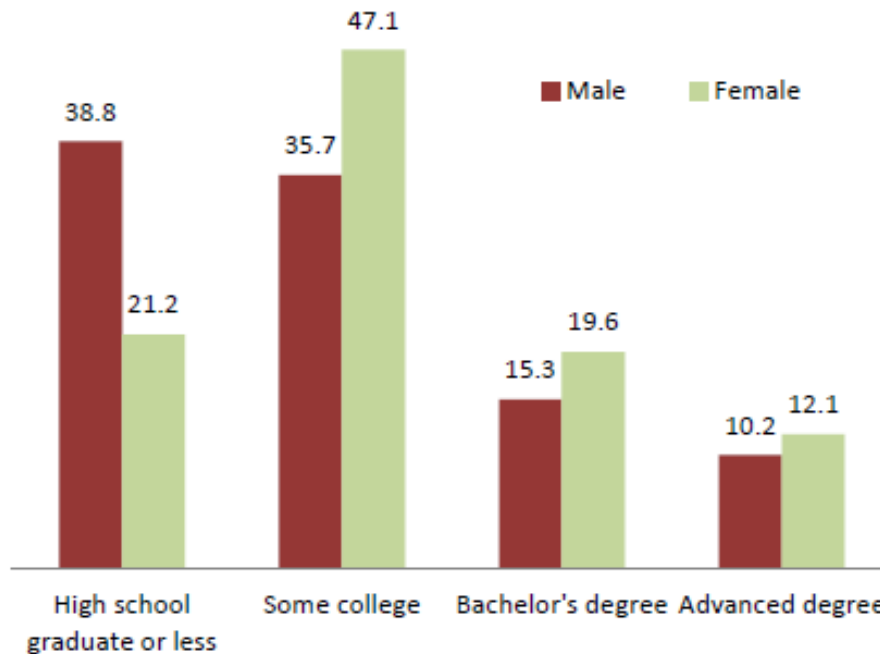
LESS LIKELY TO BE MARRIED



Source: "Profile of Women Veterans: 2013," National Center for Veterans Analysis and Statistics, June 2015 using data from the U.S. Census Bureau, American Community Survey, 2013.

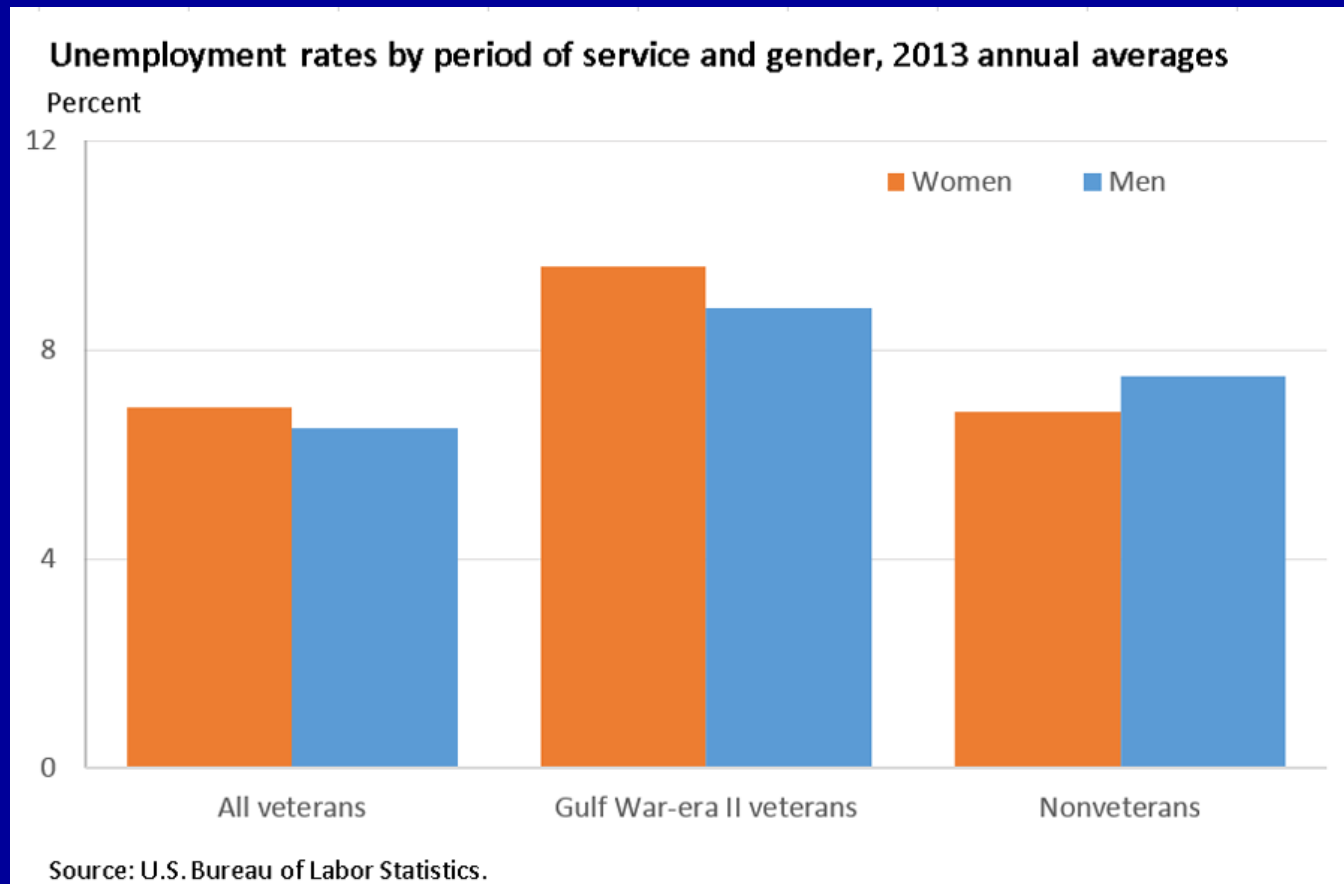
HIGHER EDUCATION LEVELS

Percentage of Veterans by Distribution of Education Attainment



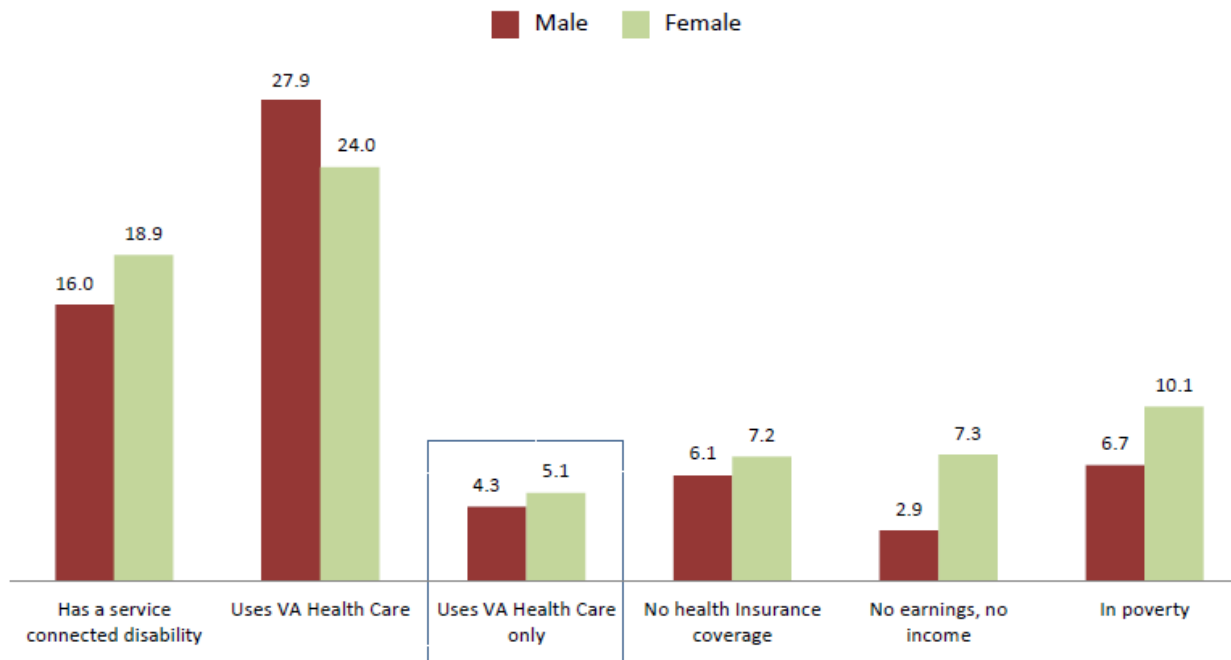
Source: "Women Veteran Profile," National Center for Veterans Analysis and Statistics, February 2013 using data from the U.S. Census Bureau, American Community Survey PUMS, 2011.

SIMILAR UNEMPLOYMENT RATE TO MALE VETERANS



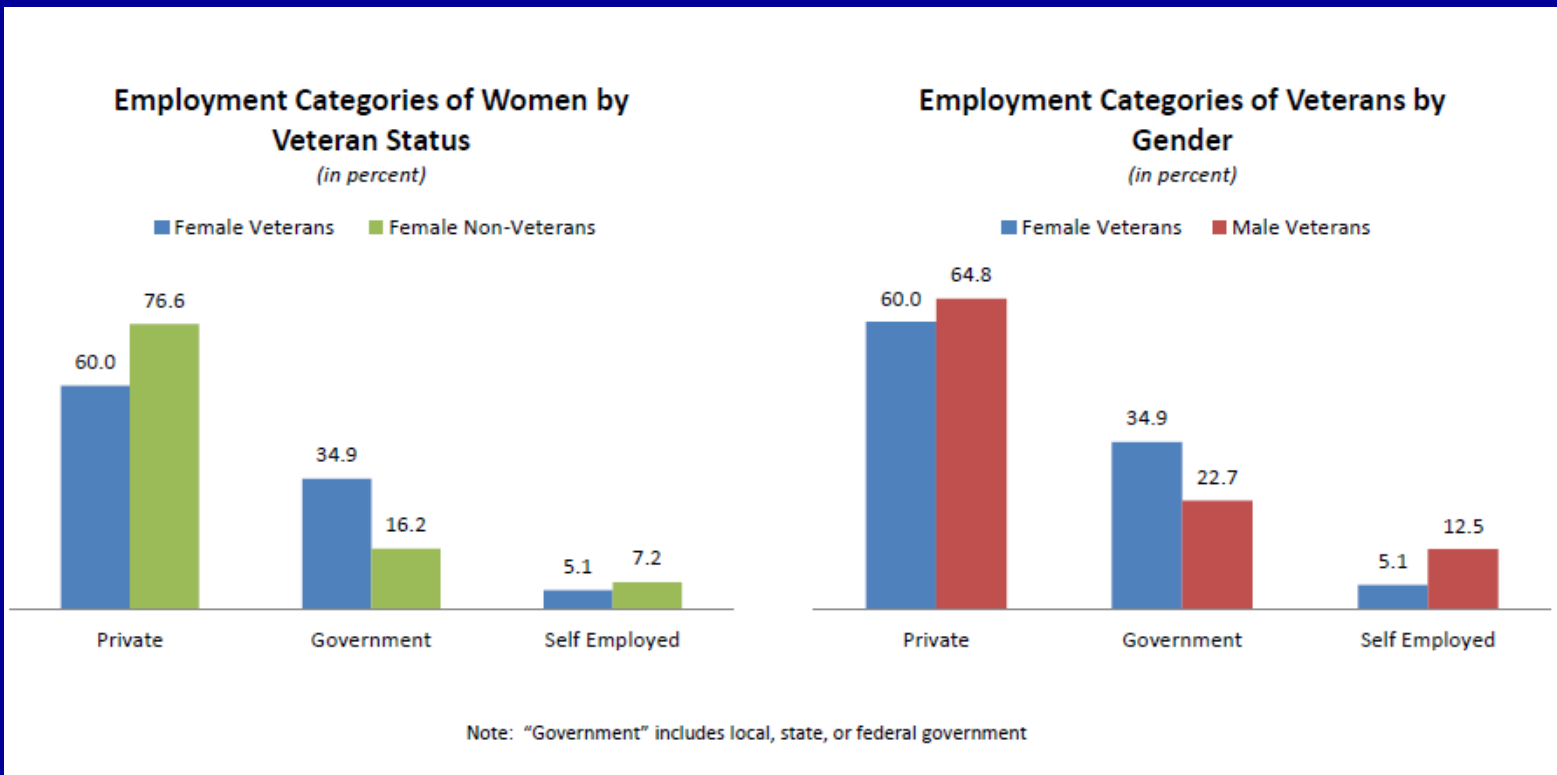
HIGHER RATE OF DISABILITY AND POVERTY - LESS USAGE OF VA

Percentage of Veterans
by Selected Characteristics of Veterans



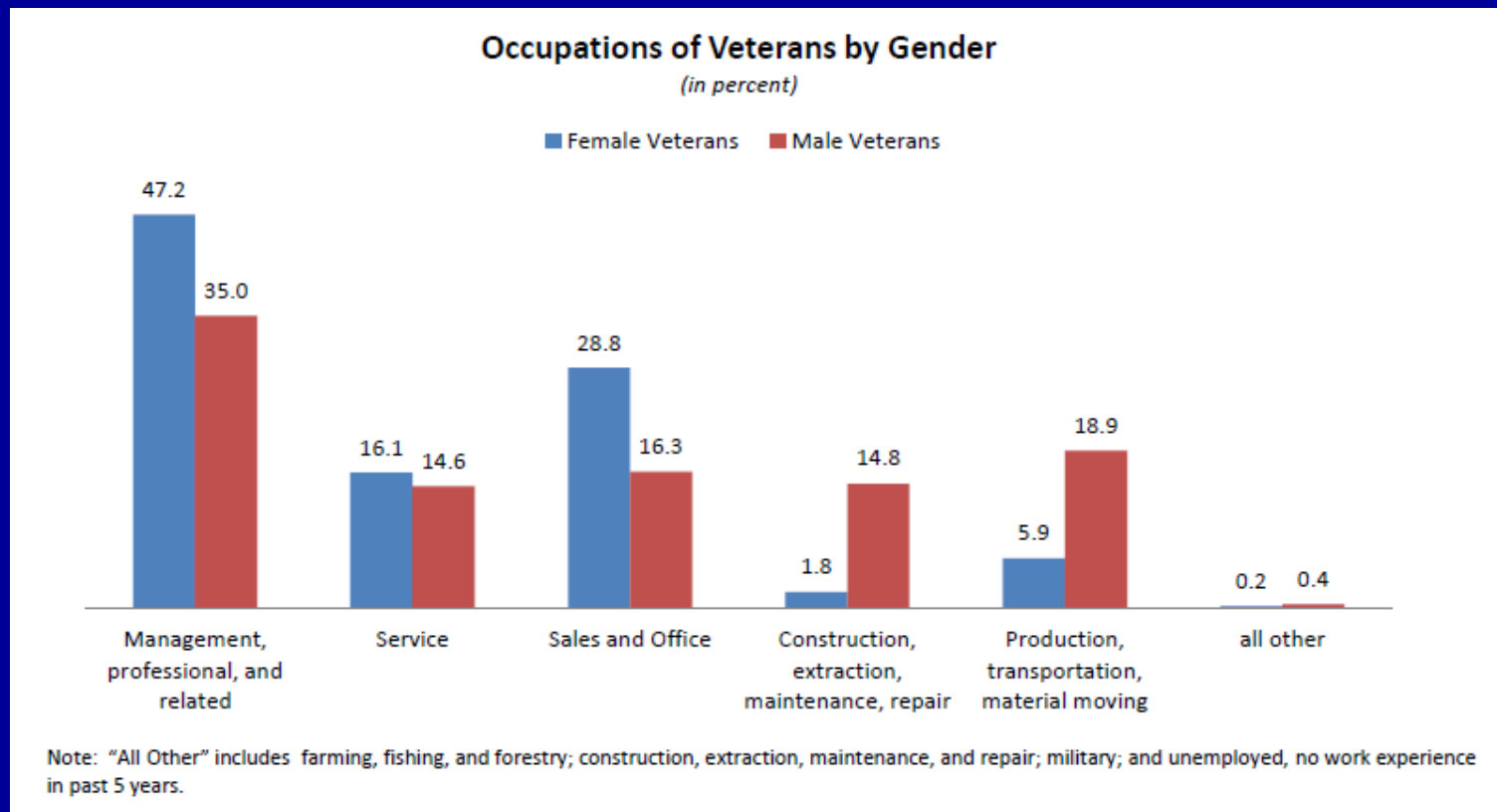
Source: "Women Veteran Profile," National Center for Veterans Analysis and Statistics, February 2013 using data from the U.S. Census Bureau, American Community Survey PUMS, 2011.

MORE LIKELY TO WORK IN THE PUBLIC SECTOR



Source: "Profile of Women Veterans: 2013," National Center for Veterans Analysis and Statistics, June 2015 using data from the U.S. Census Bureau, American Community Survey, 2013.

MORE LIKELY TO WORK IN MANAGEMENT AND PROFESSIONAL ROLES



Source: "Profile of Women Veterans: 2013," National Center for Veterans Analysis and Statistics, June 2015 using data from the U.S. Census Bureau, American Community Survey, 2013.

NATIONAL CONTEXT

Katherine Kidder,
Center for a New American Security



Center for a
New American
Security

Female Veterans in the United States

KATHERINE KIDDER

Bacevich Fellow

Demographic Profile of Female Servicemembers

- Women currently make up slightly over 2 million of the 21.6 million veterans nationwide (9.3%) of the overall
- However, the dynamics are shifting. Women now comprise 15.1% of the total active duty force, and 18.8 percent of the Reserve and Guard force.

	Army Absolute	Army Percentage	Navy Absolute	Navy Percentage	Marine Corps Absolute	Marine Corps Percentage	Air Force Absolute	Air Force Percentage	Total	Total Percentage
Enlisted Women	53,859	13.2%	48,079	18.0%	12,781	15.8%	46,696	18.7%	161,415	14.8%
Officer Women	16,199	16.6%	9,248	17.0%	1,426	27.8%	12,404	19.9%	39,277	16.7%
Total Women	70,058	13.9%	57,327	18%	14,207	15.1%	59,100	18.9%	200,692	15.1%

Employment Challenges: The Research

- Recruitment: finding female veterans
 - Post-9/11 Veterans are less likely to associate with their veterans status as their first identity.
 - Female post-9/11 veterans
- Retention:
 - Promotion paths
 - Parenthood and work-life balance
 - Mentors and advocates
 - Compensation and negotiation
 - Managing dual professional career marriages

Solutions

- When surveying applicants and employees, ask whether they have served in the military, not whether they are veterans.
- Grow female veterans affinity groups internally, and leverage these groups for recruitment and hiring.
- Assign newly employed female veterans both veteran and non-veteran mentors.

More Solutions

- Improve onboarding processes for veterans.
- Help educate non-veteran employees about the military/veteran experience.
- Provide phased transitions into work in the private sector.
- Promote access to Employee Assistance Programs (EAPs).



BEST PRACTICES

PANEL

Moderator: Erica Jeffries, Director, IDVA



Women Veterans Panel Discussion: Lessons Learned and Best Practices

TRANSITION/RECRUITMENT

- Establish relationships with other organizations that serve transitioning veterans, e.g., Student Veterans of America, American Corporate Partners, The Mission Continues, etc.
 - Relationships will increase access to pool of returning veterans.
 - Hosting events will provide visibility into your organization and offer informal networking opportunities with veterans.
 - Ask your veteran employees which organizations they would suggest for partnerships.
- Sensitize recruiting staff to veteran-specific issues and appropriate handling of these topics.
 - Provide all recruiting staff with training regarding sensitive topics for veterans, e.g., post traumatic stress, military sexual trauma, etc.
 - Assign experienced staff to veteran recruiting efforts, or pair inexperienced staff with a veteran or experienced recruiter.

TRANSITION/RECRUITMENT (CONT.)

- Train non-veteran recruiters to recognize different military skill sets and various roles in the military.
 - Will strengthen process for assigning female veterans to suitable roles based on their qualifications.
 - The goal is to navigate the military/corporate divide, understanding that most veterans struggle with “branding” themselves.
- If possible, introduce a recruiter/mentor relationship at the recruitment stage.
 - A recruiter who is also a veteran could fill this role and could serve as a bridge between the veteran and the hiring manager.

HIRING

- Military service instills strong values and loyalty. Employers can harness those traits during the hiring process by communicating their appreciation for each veteran's background and skill set, and showing how they align with the organization's desired skills and values.
- Provide training to hiring managers to sensitize them to veteran-specific issues and appropriate handling of these topics.
- Formalize the onboarding process to help female veterans adapt more quickly to company policies, culture, etc. Mentor/sponsor should be key part of this process and provide future follow-up as needed.

HIRING (CONT.)

- A rotational program can be an effective way to acclimate a veteran to an organization.
 - Finding the right next fit, after being part of such a specific culture, may take some time.
 - Providing opportunities for the veteran to experience different areas of the company would allow for relatively “low-risk” introductions to teams.
 - Permitting an “off-ramp” option into a group, if there’s a good fit, may speed up integration into the organization.

RETENTION

- If possible, place the female veteran under the leadership of another female veteran or maximize access to other female veteran managers.
 - Coming into an organization where middle management is all non-veteran males may serve as a double obstacle to long-term retention.
- Provide a clear path for advancement and upward mobility.
 - The military has clear career paths and defined, structured rates of promotion for all service members; employers should provide information on career progression within their business units to promote understanding of potential career paths.

RETENTION (CONT.)

- Establish a veterans ERG and use the ERG to support veteran retention and advancement. Female veterans will benefit from opportunities to build their internal networks, especially with senior executives.
 - Supports development of networks within your organization's veteran community.
 - Provides opportunities for veteran employees to give back to their community.
 - Exposes veterans exposure to top management when senior executives are engaged in the ERG.
- Offer female veterans the opportunity to mentor other female veterans.

WRAP-UP

David Hiller

President and CEO, Robert R. McCormick Foundation

NETWORKING

Kirsten Carroll,
Commercial Club of Chicago