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

Civilian noninstitutional population by veteran status, period of service, and gender, 2013 annual averages

YOUNGER THAN MALE VETERANS

Age Range of Women by Veteran Status (in percent)

- Female Veterans
- Female Non-Veterans

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Female Veterans</th>
<th>Female Non-Veterans</th>
<th>Male Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 to 24</td>
<td>3.6</td>
<td>13.9</td>
<td></td>
</tr>
<tr>
<td>25 to 34</td>
<td>15.3</td>
<td>16.6</td>
<td></td>
</tr>
<tr>
<td>35 to 44</td>
<td>17.9</td>
<td>16.2</td>
<td></td>
</tr>
<tr>
<td>45 to 54</td>
<td>24.9</td>
<td>17.4</td>
<td></td>
</tr>
<tr>
<td>55 to 64</td>
<td>20.3</td>
<td>16.0</td>
<td></td>
</tr>
<tr>
<td>65 to 74</td>
<td>8.0</td>
<td>10.7</td>
<td></td>
</tr>
<tr>
<td>75 and older</td>
<td>10.0</td>
<td>9.2</td>
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</tbody>
</table>

MORE DIVERSE

Race and Ethnicity of Veterans by Gender
(in percent)

LESS LIKELY TO BE MARRIED

HIGHER EDUCATION LEVELS

SIMILAR UNEMPLOYMENT RATE TO MALE VETERANS

Unemployment rates by period of service and gender, 2013 annual averages

HIGHER RATE OF DISABILITY AND POVERTY - LESS USAGE OF VA

Percentage of Veterans by Selected Characteristics of Veterans

MORE LIKELY TO WORK IN THE PUBLIC SECTOR

**Employment Categories of Women by Veteran Status (in percent)**
- Female Veterans: 75.6%
- Female Non-Veterans: 60.0%

**Employment Categories of Veterans by Gender (in percent)**
- Female Veterans: 64.8%
- Male Veterans: 34.9%

Note: “Government” includes local, state, or federal government

MORE LIKELY TO WORK IN MANAGEMENT AND PROFESSIONAL ROLES

NATIONAL CONTEXT

Katherine Kidder,
Center for a New American Security
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.

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