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
MEMBER CASE STUDIES
Exelon Military Recruiting Strategy
Overview

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

- **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

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

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.

Exelon Generation.

Military Rank and Grade Cheat Sheet

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 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

Candidate expressed interest in the following geographic location(s):
1. ____________________ 2. ____________________ 3. ____________________

Name: ____________________ OpCo: ____________________
Military Career Fair Attendees: EMAC

- 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.

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 training 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.

www.exeloncorp.com/careers

Exelon is proud to be an equal opportunity employer and welcomes all applicants without regard to race, color, religion, sexual orientation, gender, gender identity, national origin, age, disability, genetic information, military and veteran status, or any other classification protected by federal, state, or local law.

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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 excellence.

Military to Civilian Jobs

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

Military Jobs Jobs

- Army Jobs
- NAVY Jobs
- Air Force Jobs
- Coast Guard 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 civilian lifestyle.

Exelon’s Military Network

Exelon Military Activated Connected (EMAC) is one of Exelon’s employee networks. 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>February 25, 2014</td>
<td>Veteran Recruitment</td>
<td>Virtual / Onsite</td>
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<tr>
<td>March 6, 2014</td>
<td>Military Veterans Networking Event</td>
<td>Elgin, IL</td>
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<tr>
<td>March 12, 2014</td>
<td>Fort Bragg Veteran Career Fair</td>
<td>Fort Bragg, NC</td>
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<tr>
<td>March 10, 2014</td>
<td>Military Veterans Expo</td>
<td>Harrisburg, PA</td>
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<tr>
<td>March 26, 2014</td>
<td>Hiring Our Heroes Virtual Expo</td>
<td>UCSD, CA</td>
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<tr>
<td>March 27, 2014</td>
<td>NGA Career Expo</td>
<td>Fort Belvoir, VA</td>
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<tr>
<td>April 1, 2014</td>
<td>Military Veterans Expo</td>
<td>Elgin, IL</td>
</tr>
<tr>
<td>April 1, 2014</td>
<td>Hiring Our Heroes Virtual Expo</td>
<td>UCSD, CA</td>
</tr>
<tr>
<td>April 9, 2014</td>
<td>Fort Hood Military Career Fair</td>
<td>San Antonio, TX</td>
</tr>
<tr>
<td>April 9, 2014</td>
<td>Hiring Our Heroes Virtual Expo</td>
<td>UCSD, CA</td>
</tr>
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“Exelon has been recognized as a Top 50 Military Friendly Employer for 10 years. This is the 10th consecutive time Exelon has been honored,” said Art Chavez, Senior Business Analyst U.S. Marine Corps - Ret., who serves as a military liaison at Exelon. 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.

Art Chavez
Senior Business Analyst
U.S. Marine Corps - Ret.

Amy Gear, SVP & Chief HR Officer
Exelon’s Military Hire Tracking and Reporting

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.
  o Overall percent veteran hires for the month
  o Number and list of veteran hires for the Operating Company
  o Highlight top recruiters hiring veterans
  o 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.
  o Overall percent veteran hires for the month
  o List of military events attended across the company for the month
Exelon’s Military Training and Communication

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:
  o Understanding all your cost/low-cost/no cost sourcing options for finding veterans to hire
  o Gaining By in From Hiring Managers
  o Recruitment marketing tactics for conducting outreach to the military and social media recruiting techniques
  o Military Skills Translation and Interviewing

Internal and External Communications

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

Exelon is Best for Vets!

Exelon was named number 40 in the Military Times EDGE "Best for Vets" rankings for its efforts to help veterans find jobs and move into civilian careers. Exelon was named a winner in the CivilianJobs.com 2012 Most Valuable Military Initiative competition.

I am proud to be part of the many military veterans working at Exelon. Our military experience and perspective – and we continue to do so through programs like the First Lady’s Joining Forces and the Vice President’s Nuclear Finance – Exelon promises a positive and supportive environment for our service members and their families. We provide training and resources to support our employees and are grateful to serve in the military.

Energy company joins Army Pay to create paths to career success for talented young adults

Exelon Corporation, U.S. Army Partner to Create Job Opportunities for Veterans

Exelon Corporation, U.S. Army Partnership to Create Job Opportunities for Veterans

Exelon Corporation, U.S. Army Partnership to Create Job Opportunities for Veterans

Joining Forces: Exelon's military recruitment strategy

Exelon has a long history of successful recruiting from the U.S. armed forces, and currently boasts more than 3,300 employees who are former members of the military. We have been on the G.I. Jobs Top 100 list for the past five years (2008 – 2012), and the company was nominated for the 2012 Secretary of Defense Employer Support Freedom Award (the highest recognition given by the U.S. Government to employers for their support of employees who serve in the National Guard and Reserve).

Exelon's military and veteran initiative will assist the men and women who serve our country to re-enter the workforce by providing equal pay and benefits.

Talking to one of our thousands of active duty, reserve or veteran employees is the best way to understand what makes Exelon military friendly. But it’s nice to have it independently validated too. For the sixth time in a row, G.I. Jobs yesterday named us a top Military Friendly Employer.

http://bit.ly/1a22h6

Organic

Targeted to: All Followers

35,054 impressions

153 clicks

48 interactions

0.57% engagement
Key Lessons Learned

**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
Bank of America: Support for Service Members

Jim Holmes, MBA, Vice President, Small Business Banker
## 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

<table>
<thead>
<tr>
<th>Financial Services</th>
<th>Employment</th>
<th>Community Outreach</th>
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<tbody>
<tr>
<td>Have been providing financial services to military personnel since 1920</td>
<td>More than 6,500 active service members and veterans work for Bank of America - including more than 2,000 hired in 2013</td>
<td>Since 2009, have provided more than $11 million in financial support to military nonprofits, including $3 million in 2013</td>
</tr>
<tr>
<td>Currently serve more than 2 million active and veteran military households</td>
<td></td>
<td>In 2013, more than 4,100 employees contributed 38,000 volunteer hours at nearly 300 military events</td>
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<tr>
<td>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</td>
<td></td>
<td>Donated more than 900 properties to military and veteran support organizations nationally</td>
</tr>
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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

• **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

- 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

- 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

- www.bankofamerica.com/military
- careers.bankofamerica.com/military
- www.bankofamerica.com/militaryhomeowners
- www.bettermoneyhabits.com
- www.dodcommunitybank.com
- Mortgage Customer Service Team: 877.430.5434
- Service Member and Veteran Financial Empowerment Resources
QUESTIONS AND DISCUSSION
OVERVIEW OF SURVEY RESULTS AND DISCUSSION
WRAP UP