Effective Veteran Hiring Practices to Boost the Bottom Line

Thursday, December 4th from 3 - 4:15 pm ET

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#RethinkVETS
Effective Veteran Hiring Practices to Boost the Bottom Line | Corporate Leadership Circle (CLC) Call

Speakers

Anne Weisberg
Senior Vice President, Strategy
Families and Work Institute
Moderator

Dr. Kenneth Matos
Senior Director of Research
Families and Work Institute

Maureen Casey
Managing Director
Military & Veterans Affairs
JPMorgan Chase & Co.
2014 VET Award winner

Kimberly Mitchell
President and Co-Founder
Easter Seals Dixon Center for
Military and Veterans Services
U.S. Naval Officer, retired

Introduced by:
Deborah Mullen, Military Family Advocate and
Families and Work Institute Board Member
Agenda

• Welcome
• Research overview on the transition from military to civilian life
  Dr. Kenneth Matos, Families and Work Institute
• From a company perspective, the business reasons and best practices for recruiting, training and advancing veterans
  Maureen Casey, JPMorgan Chase
• Introduction of Kimberly Mitchell
  Deborah Mullen, Military Family Advocate
• From an expert in veteran re-integration, supports and organizations that enable veterans and military families to thrive where they live
  Kimberly Mitchell, Easter Seals Dixon Center
• Q&A
Employer Support for Veterans

Kenneth Matos
Senior Director of Research
December 4, 2014
MILITARY-CIVILIAN TRANSITION LANDSCAPE
Unemployment Rates for Civilians and Veterans

Source: U.S Department of Labor: Bureau of Labor Statistics
http://www.bls.gov/news.release/empsit.t05.htm
Issues Affecting Women Veteran Transitions

• More work hours than civilian women but less pay than military men

• Active duty women are 3x more likely to be divorced than men (3% vs. 9%); more single parenthood and opportunity for work-life conflict

• Complex medical arrangements (VA can’t provide family care, and is working on full access to gender-specific care)

• Since VA systems are not calibrated to support families, they must navigate multiple government and military networks for support.

  • As of 2009, women veterans were up to 4x more likely to be homeless than non-veteran women and 23% of female veterans in the VA’s homelessness programs had children under 18 years old

2012 Unemployment by State

Note: Annual averages for population 18 and over, not seasonally adjusted
Employer Challenges in Hiring Veterans

Challenges in hiring veterans (MFRI-SVA 2012)

- No problems: 47.7%
- Skills mismatch: 2.6%
- Education mismatch: 16.4%
- Legal hurdles: 10.0%
- Disability or Absences: 22.8%

Source: Hitt, S.F. (2012) SVA Leadership Institute Overview. Purdue University’s Military Family Research Institute (MFRI) and Student Veterans of America (SVA).
2013 Unemployment by Education

Percentage of civilians and veterans 25+ years old that are unemployed by education level:

- High school graduates, no college: 7.6% (Civilians), 9.0% (Gulf War Era II Veterans)
- Some college or associate degree: 6.3% (Civilians), 9.6% (Gulf War Era II Veterans)
- Bachelor’s degree and higher: 3.6% (Civilians), 5.3% (Gulf War Era II Veterans)

Occupation by Veteran Status (Men)

Occupation by Veteran Status (Women)

Source: U.S Department of Labor: Bureau of Labor Statistics

Management, professional, and related occupations
Sales and office occupations
Professional and related occupations
Office and administrative support occupations
Service occupations
Management, business, and financial operations occupations
Sales and related occupations
Production, transportation, and material moving occupations
Transportation and material moving occupations
Production occupations
Natural resources, construction, and maintenance occupations
Construction and extraction occupations
Installation, maintenance, and repair occupations
Farming, fishing, and forestry occupations

Civilian Women
Gulf War II Women
2013 Veteran Employment by Industry

Source: U.S Department of Labor: Bureau of Labor Statistics
http://www.bls.gov/news.release/vet.t05.htm
2013 Civilian Employment by Industry

Agriculture and related industries: 1%
Mining, quarrying, and oil and gas extraction: 5%
Construction: 10%
Manufacturing: 2%
Wholesale trade: 11%
Retail trade: 4%
Transportation and utilities: 2%
Information: 6%
Financial activities: 14%
Professional and business services: 6%
Education and health services: 15%
Leisure and hospitality: 10%
Other services: 2%
Government: 1%
Self-employed workers, unincorporated: 1%

Source: U.S Department of Labor: Bureau of Labor Statistics
http://www.bls.gov/news.release/vet.t05.htm
Greatest Veteran Challenges in Finding a Job

- Current economic situation in the U.S.: 62%
- Employers think veterans don’t have adequate skills: 28%
- Employers avoid hiring veterans: 24%
- Finding comfort in non-military environment: 30%
- Employers don’t understand or are insensitive: 31%
- Competing with candidates in workforce longer: 46%
- Lacking required education: 43%
- Explaining how military skills translate: 60%

General Issues Affecting Veteran Transitions to Civilian Employment

• Civilian employers and veterans are struggling with how to systematically overcome the following transition challenges:
  • Translating military resumes into civilian skill sets
  • Developing civilian job search skills and networks
  • Creating and branding veteran supportive workplaces
  • Bridging military/civilian culture gaps
  • Connecting recruiters with military talent pools
Upcoming Challenges for Employers

• Expand focus on development and retention

• Program sustainability
  • Unify with other diversity efforts while retaining a focus on community specific concerns
  • Document and institutionalize today’s solutions for the future
  • Create more collaborative and sustainable efforts
https://www.ebenefits.va.gov/ebenefits/jobs

- View veteran resumes
- Post jobs
- Get military career transition job fair schedules
- Access resources on the military experience
Families and Work Institute Webinar
Veteran Hiring at JPMorgan Chase & Co.
December 4, 2014
Mission

To position military service members, veterans and their families for long-term success by providing programs, products and services to meet their unique needs; and to leverage their distinctive strengths throughout the company

Key Differentiators that Position Program for Success

- **Leadership Focus**: Commitment from JPMC senior leadership to drive and execute a comprehensive strategy
- **Dedicated Resources**: Full-time team dedicated to military and veterans function, including human resources, recruiting, education and training, philanthropy, and communications
- **Comprehensive Data-Driven Strategy**: Firm-wide strategy informed by data and focused on measurable outcomes
- **Partnerships**: Success will require internal and external partnerships and constituency engagement
- **Oversight and Expertise**: Advisory Council comprised of subject matter experts to provide input on our program's strategic direction; meets three times per year; members include:
  - Col. Jim Cummings, USAF (Ret.); (JPMC Chief Security Officer, Head of Global Security and Military Affairs)
  - John Donnelly (JPMC Head of Human Resources)
  - Matt Zames (JPMC Chief Operating Officer)
  - Labe P. Jackson, Jr. (West Point Alumnus; member of JPMC Board of Directors)
  - Col. Michael F. Canders, USANG (Ret.)
  - Brenda Hall (Military Spouse & Navy Veteran)
  - Sergeant Major Carlton W. Kent, USMC (Ret.)
  - Gen. Stanley A. McChrystal, USA (Ret.)
  - Command Sergeant Major Cynthia A. Pritchett, USA (Ret.)
  - Capt. Peter J. Sammis, USCGR (Ret.)
  - Roger T. Staubach (Naval Academy Alumnus; Vietnam Veteran)

“The programs we are announcing today are a start but in no way a finish…Today we begin a new way forward with the military and veteran community to make serving them a core part of how we operate our business every day.

*Our servicemen and servicewomen deserve nothing less.*” – Jamie Dimon (February 15, 2011 Press Release)
Program Overview

Priorities

**Employment**
- **Internal**: Strengthen efforts across the entire employment continuum (e.g., recruit, hire, train, engage, retain) for transitioning military service members, veterans, and their spouses
- **100,000 Jobs Mission**: Position as the private sector solution for veteran employment; forum to share leading practices and talent

**Housing**
- Develop strategies and programs dedicated to addressing the housing needs of veterans and military families, to include homelessness through owning and staying in their homes

**Education**
- Support education programs for veterans as a pathway to civilian employment and meaningful careers
Key Milestones

February/March 2011:
JPMC launched Military and Veterans Initiative and 100,000 Jobs Mission

2011
JPMC hired more than 2,800 military veterans

11/11/11:
Sponsored NYC’s Veterans Day parade and held 14 Celebration of Service luncheons across the firm

Early 2012:
1,000 Home Awards Non-Profit partners established

2012
JPMC hired more than 4,900 military veterans

May 2012:
Memorial Day Concert/Launch of Homefront partnership with Tim McGraw

2013
JPMC hired more than 6,300 military veterans

March 2013:
Signed 100th member of 100,000 Jobs Mission

March 2013:
Military Survivor Program launched

November 2013:
Launched Military Spouse Initiative

December 2013:
Surpassed 100,000 hires, reaching initial goal of the 100,000 Jobs Mission; Doubled Hiring Commitment to 200,000

January 2014:
Maureen Casey testimony before U.S. House Veterans’ Affairs Committee

April 2014:
$20MM commitment to Joining Forces Impact Pledge

October 2014:
100,000 Jobs Mission reached 190,046 veteran hires

2014
JPMC has hired more than 8,000 military veterans since 2011

Upcoming:
JPMC launch of innovative program to bridge the civilian – military divide (2015)
In partnership with all LOB’s, we have refined our veteran employment model to focus on the entire employment continuum:

<table>
<thead>
<tr>
<th>1</th>
<th>Recruiting and Hiring</th>
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<tbody>
<tr>
<td>▪ Dedicated Military Recruiters</td>
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<td>▪ High-Touch Process</td>
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<td></td>
<td>▪ Contact military candidates within 5 business days of application</td>
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<td>▪ Strong LOB Partnerships</td>
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<td>▪ Targeted Hiring Events</td>
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<td></td>
<td>▪ Differentiated by preregistration, prescreening, onsite hiring managers and data collection</td>
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<td></td>
<td>▪ Resulting in higher conversion rates</td>
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<td>▪ Engage Veterans Service Organizations (VSOs) &amp; Military Bases to source talent</td>
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<td>▪ Better leverage social media to enhance military recruiting</td>
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<td>▪ Leverage Virtual Recruiting</td>
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<tr>
<th>2</th>
<th>Training</th>
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<tr>
<td>▪ New veteran hire training: <em>Body Armor to Business Suits</em></td>
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<td>▪ Recruiter and manager training on military culture: <em>Military 101</em> and <em>Military 201</em></td>
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<td>▪ Veteran-specific “Hire &amp; Train” programs that provide on-the-job training</td>
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<td>▪ CCB Branch Manager Development Program</td>
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<td>▪ 17 veterans trained as branch managers</td>
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<td>▪ CIB Veteran Internship Program</td>
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<td></td>
<td>▪ Pilot class of 13 (7 interns received full time roles)</td>
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<td></td>
<td>▪ Second class of 17 (12 interns received full-time roles)</td>
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<tr>
<td>▪ Chase Military Officer Executive Development Program (Card)</td>
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<td></td>
<td>▪ 5 veterans in 3-year rotational program</td>
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<td></td>
<td>▪ Next class being hired</td>
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<th>3</th>
<th>Engaging and Retaining</th>
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<td>▪ Voices for Employees That Served (VETS) Business Resource Group (20 chapters)</td>
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<td>▪ VETS IntraConnect Social Collaboration Community</td>
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<td>▪ Ongoing assessment of veteran employee experience</td>
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<td>▪ Quarterly survey of veteran employees and their supervisors</td>
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<td>▪ Focus groups</td>
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<td>▪ Pathfinder Veteran Mentoring Program</td>
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<td>▪ Career Transition Workshop</td>
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<td>▪ Appreciation/Recognition Activities</td>
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<td></td>
<td>▪ Memorial Day and Veterans Day activities</td>
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<td>▪ Employee recognition events</td>
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### 100,000 Jobs Mission

- Highly successful voluntary program for like minded companies committed to hiring veterans, reporting on a quarterly basis and sharing leading practices
  - Reached original goal of hiring 100,000 veterans 7 years ahead of schedule and **doubled commitment to 200,000** hires by 2020; and will go for the next 100,000 hires!
  - Hired **190,046 veterans** through Q3 2014
  - Coalition stands at **182 companies** (thru December 3, 2014) and counting; almost 50% are Fortune 500; represent every industry in American economy (refer to Appendix A for full list of companies)
  - Launched and maintain 100,000 Jobs Mission website, designed to share leading practices and assist veterans with employment search (**jobsmission.com**)
  - Dedicated forum for collaboration between government, non-profit and private sector
  - Established working groups within Coalition to focus on particular issues, to include military spouses
Appendix A | 100,000 Jobs Mission Coalition Companies

7-Eleven, Inc.
ACADEMI, LLC
Accenture
Actavis
Activision Blizzard, Inc.
Aetna
Air Products & Chemicals, Inc.
Aielo Inc.
AlliedBarton Security Services
Alorica
Amazon.com
American Airlines Inc.
AmerisourceBergen
American Electric Power
Ameriprise Financial, Inc.
Amtrak
Anheuser-Busch Companies, Inc.
ARAMARK Corp
Archer Daniels Midland
AstraZeneca
AT&T Inc.
Avaya
Avis Budget Group, Inc.
BAE Systems
Bloomberg L.P.
BMO
Bob Evans
Booz Allen Hamilton
Bridgestone Americas, Inc.
Brink’s, Incorporated
Brinker International
Bristol-Myers Squibb
Broadridge Financial Solutions, Inc.
Brock Group
Cardinal Health
CA Technologies, Inc.
Caterpillar, Inc.
CB&I
Century 21 Real Estate LLC
CDW LLC
CGI
Charles Schwab & Co., Inc.
Chesapeake Energy Corporation
Chipotle Mexican Grill, Inc.
Combined Insurance of America
Comcast Corporation
Consolidated Edison, Inc.
Concurrent Technologies Corporation
Cigna
Cintas Corporation
Cisco Systems, Inc.
Coca-Cola
Cognizant Technology Solutions
Covance Inc.
CSC
CSX Corporation
Cushman & Wakefield
DaVita
Deloitte & Touche LLP
Delta Air Lines, Inc.
Diebold Incorporated
DIRECTV
Discovery Communications
Dow Chemical Company
DTCC
Dunkin’ Brands Inc.
DuPont
Eastman Chemical Company
Eatton Corporation
EMC Corporation
EMCOR Group, Inc.
Enterprise Holdings, Inc.
Ernst & Young LLP
Exelon Corporation
Expert Global Solutions, Inc. (EGS)
Express Scripts
Fidelis
First Data
FlightSafety International
Frontier Communications
Gate Gourmet
Genentech
General Mills
General Motors Company
Halliburton
Hess Corporation
Hewlett-Packard
Hospital Corporation of America
Humana Inc.
IBM
Intel
Iron Mountain Incorporated
J.C. Penny Company, Inc.
J.B. Hunt Transport, Inc.
JetBlue Airways
Johnson & Johnson
Johnson Controls
JPMorgan Chase & Co.
Kaiser Permanente
KeyBank
Kindred Healthcare
KPMG LLP
Kraft Foods Group, Inc.
La Quinta Inns & Suites
Leidos
Lockheed Martin Corporation
Macy’s
ManTech International Corporation
Marsh & McLennan Companies, Inc.
McDermott International
Merck
MetLife
Modis
Mondeléz Global
Moog Inc.
Navient
NCR Corporation
Nelson
Northrop Grumman Corporation
North Shore - LIJ Health System
Novartis Pharmaceuticals Corporation
Office Depot
Orbis, Inc.
OSRAM Sylvania Inc.
Pacific Gas and Electric Company
Pfizer Inc
Pitney Bowes
Ports America
PPL Corporation
Praxair, Inc.
Realogy Corporation
Republic Services, Inc
SafeLife Autoglass
SalesForce.com
Sallie Mae, Inc.
Sanofi U.S.
Schneider National, Inc.
Sears Holdings Corporation
Securitas Security Services USA, Inc
Shell Oil Company
Siemens USA
Solar City
Source HOV
State Farm Insurance
Stryker
Swift Transportation
T&M Protection Resources, LLC
TAMKO Building Products, Inc.
Target Corporation
Technicians USA
Terex Corporation
Textron Inc.
The Goodyear Tire & Rubber Company
The Hershey Company
The Kroger Co.
The Timken Company
Thermo Fisher Scientific
TIAA-CREF Financial Services
Time Warner Inc.
Toys R Us, Inc.
Trinity Industries
TSYS
Tyco International
U.S. Security Associates
United Air Lines
UnitedHealth Group
United Rentals
Universal Health Services, Inc.
Universal Protection Services
Unum
UPMC
USAA
Verizon Communications
W.W. Grainger
Waste Management
WellPoint, Inc.
Wells Fargo & Company
Western Union
Whirlpool Corporation
Xerox
YRC Freight
Zurich

*Companies in blue denote those who joined the Coalition in 2014
“I believe every American should give support to the organized effort to provide immediate employment for our troops who are being repatriated and demobilized. The conditions do not permit of delay and the question should not be determined by immediate requirements. These men well earned the consideration that is now sought for them.”

– J.P. Morgan (April 28, 1919)

Maureen Casey, Head of Military and Veterans Affairs (MVA)
- maureen.e.casey@jpmchase.com
- 212-622-3496
Families and Work Institute Webinar

December 4, 2014

Easter Seals Dixon Center
Enabling veterans and military families to thrive where they live
Community Locations – 2012 to 2014

Enabling our veterans and their families to thrive where they live.
Strengthen 560 communities by building partnerships with thousands of organizations, sharing innovative approaches with like-minded individuals, working together for the greater good within their local communities.

23,000 Caregivers have received the Comprehensive VA Caregiver training provided by Easter Seals.

164,699 Veterans and family members served (2013 to present).

Nearly 7,000 veterans and their families, and families of the fallen have received assistance and follow up support over two years.
MODEL OF EXCELLENCE

Quality Of Life

Veterans, Military Families and Families of the Fallen

Meaningful Employment

Health & Wellness

Education
Veterans – Good for Business

1. Ability to learn new skills and concepts
2. Strong leadership qualities
3. Flexibility to work strongly in teams or independently
4. Diversity and strong independent skills
5. Ability to work efficiently and diligently in a fast-paced environment
6. Respect for procedures and accountability
7. Hands-on experience with technology and globalization
8. Strong personal integrity
9. Strong sense of health, safety and property standards
10. Triumph over adversity
Call to Action

• Create presence with the community through all sectors.

• Build a veteran presence from the ground up.

• Recognize that the onboarding process does not end with orientation.
As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.

John Fitzgerald Kennedy
Additional Resources from FWI

Reports, Videos, Best Practices:

- www.familiesandwork.org
- www.whenworkworks.org