



Veterans Day

For All Employees

For Veterans Day, we are giving you a valuable tool to share with all your employees as you continue their education in cultural competence.

We are supplying a Timeline of military battles, legislation and events impacting veterans and their achievements in the United States; Facts & Figures demonstrating veteran demographics; and “Transitioning Veterans into Your Organizations: A Guide for All Employees.”

This information should be distributed to your entire workforce and also should be used by your veterans employee resource group both internally and externally as a year-round educational tool. It also can be particularly valuable to your disability, women’s and LGBT employee resource groups.

1 TIMELINE

We recommend you start your employees' cultural-competence lesson on veterans by using this Timeline, which documents significant military operations, legislation and other historic events impacting veterans in the United States.

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Discussion Questions for Employees

» **Why — or why not — have veterans been valued in this country?**

Ask employees what contributions veterans have made to their country and why after certain military operations there was more or less support for them. How does treatment and reputation of veterans impact their role in the workplace?

» **Why have some barriers, such as women in combat and Don't Ask, Don't Tell, been so hard to end?**

How do the military, political and social climates in this country impact issues of civil rights in the armed services? How does this affect veterans and their spouses in the private sector?



2 FACTS & FIGURES

After discussion of the Timeline, the next step is to review available data and understand demographics of veterans (important for diversity recruiters) as well as benefits they bring the workplace, such as education, leadership training and ability to act in crisis.

The data we have chosen to present here represents information of relevance to corporate America, such as racial/ethnic, gender, age, education and business ownership (vital for supplier diversity). We also feature the Top 15 Companies for Veterans and the best practices they employ, such as an employee resource group for veterans, having recruitment efforts aimed at veterans, hiring practices aimed at spouses of veterans and increased philanthropic endeavors and supplier diversity for veterans.

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Discussion Questions for Employees

» Does your company have an employee resource group for veterans?

If not, how would this group benefit your company in increased hiring, engagement and promotion rates? If so, does the group communicate regularly with other employee resource groups, such as groups for people with disabilities? Is the group tasked with improving recruitment, retention and leadership development, as well as community outreach?

Increasingly, veterans' employee resource groups are being used to also help with onboarding and ensure that veterans acclimate to corporate cultures. It's also vital to have their managers and other employees understand veterans to ensure a successful transition to corporate life.

» Does your company have a supplier diversity program aimed at veterans and/or veterans with disabilities?

Veteran-owned businesses are a valuable part of your procurement chain and can bring important skills and criteria to your organization. Similarly, vendors owned by people with disabilities and especially veterans with disabilities are increasingly included (and targeted) as vital pieces of the procurement budget.

» Does your company publicly support veterans?

Strong support from CEOs, such as Johnson & Johnson's Alex Gorsky and Prudential Financial's John Strangfeld, cements a company's reputation as a supporter for veterans (Prudential Financial is No. 11 on the 2017 Top 15 Companies for Veterans list). This helps with recruitment, engagement, leadership development and procurement.

3 TRANSITIONING VETERANS INTO YOUR ORGANIZATIONS: A GUIDE FOR ALL EMPLOYEES

Chris Wilson, former vice president of consulting at DiversityInc and a United States Marine Corps veteran, contributed this piece for the Veterans Day Meeting in a Box. This guide can be used as a tool for all employees to further their cultural competence training. Using his personal experience from an active duty Marine to working in Corporate America and then the non-profit world, Chris provides guidelines in four key areas: common misconceptions, mental health, social interaction and giving back to the community.



Discussion Questions for Employees

» **Does your company have the resources to help your veterans who may be struggling with mental health issues?**

Chris' company wanted to help but didn't have the means to do so. Assess what resources your company has to offer not just veterans but all employees who may be dealing with mental health problems.

» **How can your veterans group specifically help you transition your veterans to the corporate world?**

Think about how you can use your vets group and other efforts like these to educate the employee population about what service means, how it impacts individuals and their families and how to maximize the value of veterans in the workplace.

» **Should you keep politics — or controversial subjects — out of the office?**

Whether the subject is military service or race, using employee resource groups and facilitated discussions to openly address issues is the best course of action.

» **Are volunteer opportunities for employees widely known in your company?**

If not, why? Come up with a plan to promote these opportunities. If so, is your veterans resource group specifically made aware of them? If your company does not offer volunteer opportunities for employees at this time, consider some causes that may be meaningful to your company specifically that employees would like to get involved in, or have your employee resource groups make suggestions.

» **What other offensive words or phrases have you heard directed at veterans or their spouses in the workplace?**

Discuss how these phrases and stereotypes impact office morale and productivity. Many people are the children of veterans and also may be offended by these statements. Continue the discussion with each employee having a plan of action on how to address offensive language.

**NEXT
MIB**

This is the last DiversityInc Meeting in a Box for 2017. The next Meeting in a Box will be in February 2018 for Black History Month. Happy New Year!

Timeline



- 1775–1783** Revolutionary War

- 1812–1815** War of 1812

- 1846–1848** Mexican-American War

- 1861–1865** Civil War

- 1868** Major General John Logan, leader of the Grand Army of the Republic, issues a proclamation calling for a Decoration Day to decorate the graves of fallen Civil War veterans with flowers. It is first observed on May 30 of this year. Many Southern states did not observe the holiday until after World War I. It is unclear when the holiday officially becomes known as Memorial Day

- 1877** Henry Flipper becomes first Black person to graduate from U.S. Military Academy

- 1898–1902** Spanish-American War

- 1917** Loretta Walsh becomes first woman to enlist in the military, in the U.S. Naval Reserve

- 1917–1918** World War I

- 1919** President Woodrow Wilson declares Nov. 11 Armistice Day to remember “the heroism of those who died in the country’s service”

- 1921** Congress establishes the Tomb of the Unknown Soldier at Arlington National Cemetery

- 1938** Congress makes Nov. 11, Armistice Day, a federal holiday

- 1940** Benjamin O. Davis Sr. is promoted to brigadier general, becoming first Black general in U.S. military history

- 1941–1945** World War II

- 1950–1953** Korean War

- 1954** President Dwight Eisenhower signs legislation changing name of Armistice Day to Veterans Day

- 1964–1975** Vietnam War

- 1966** Congress and President Lyndon Johnson declare Waterloo, N.Y., as the birthplace of Memorial Day. On May 5, 1866, the community had held a ceremony to honor local Civil War veterans

- 1968** Congress passes a law that moves Veterans Day to the fourth Monday of October, effective in 1971. It also makes Memorial Day the last Monday in May

- 1970** Anna Mae Hays, Chief of the Army Nurse Corps, is promoted to brigadier general, becoming first female general in U.S. military history

- 1975** Congress passes legislation to move Veterans Day back to Nov. 11, after 46 states continued to observe the holiday in November

- 1976** U.S. service academies admit first female cadets

- 1978** Veterans Day observance returns to Nov. 11

- 1979** Hazel Johnson is promoted to brigadier general and Chief of Army Nurse Corps, becoming first Black female general in U.S. military history

- 1990–1991** Gulf War I (Operation Desert Shield, Operation Desert Storm)



- 1994** Military adopts Don't Ask, Don't Tell policy regarding service by gays and lesbians

- 1994** Department of Defense prohibits women from serving in combat

- 2000** President Bill Clinton signs National Moment of Remembrance Act, which encourages Americans to pause at 3 p.m. local time on Memorial Day for a minute of silence

- 2001–present** Gulf War II (Operation Enduring Freedom, Operation Iraqi Freedom)

- 2010** Department of the Navy reverses policy and allows women to serve on submarines

- 2011** Don't Ask, Don't Tell policy officially ends on Sept. 20

- 2013** President Barack Obama signs 2013 National Defense Authorization Act, significantly reforming Department of Defense sexual assault and harassment policies

- 2014** The VA announces it will provide information on potential toxic exposure for soldiers stationed at Fort McCellan

- 2015** U.S. Military announces it is opening all combat positions to women

- 2016** Lt. Gen. Nadja Y. West becomes the first Black woman promoted to three-star army general. She was also the army's first Black surgeon general

- 2016** Wounded Warrior Project, a nonprofit that supports veterans who suffered physical and/or mental injuries following Sept. 11, fires its CEO and COO for overspending charity funds. The group says it wants to once again focus "on the men and women who have so bravely fought for our country and who need our support"

- 2016** U.S. Military Academy at West Point announces 16 Black female cadets in a photograph with raised fists did not violate Department of Defense or Army regulations

- 2016** U.S. Senate unanimously confirms Eric Fanning as Secretary of the Army, making him the highest-ranking openly gay official at the Pentagon and the first openly gay man to lead a branch of the U.S. military

- 2017** A judge blocks President Donald Trump's ban on transgender troops in the military

Sources: timetoast.com, U.S. Army Center of Military History, U.S. Department of Veterans Affairs, vetshq.org

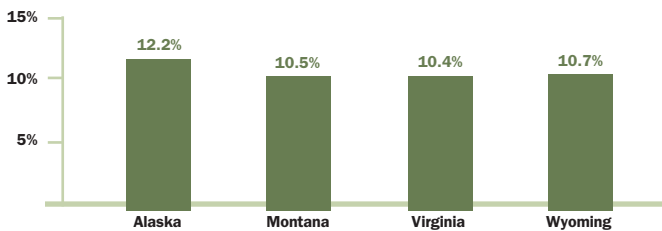
Facts & Figures

DEMOGRAPHICS

Population

Total Veteran Population	Female Veterans
18,496,937	1,598,013
7.4% of total population	8.6% of total veterans

States With Population More than 10% Veterans



States With Population More than 10% Veterans

California: 1,624,519
Texas: 1,460,267
Florida: 1,429,330

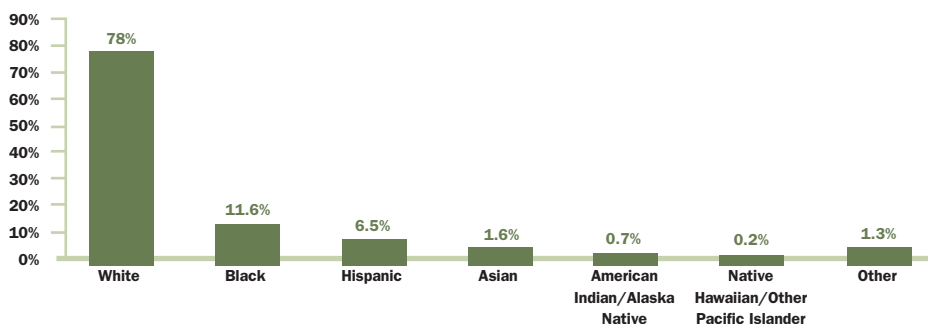
Age

18 to 34: 8.7%
35 to 54: 23.5%
55 to 64: 17.8%
65 to 74: 26.8%
75+: 23.1%

Disability

With any Disability: 29.3%
Without a Disability: 70.7%
Has a Service-Connected Disability: 4,022,450

Race/Ethnicity



Year	Number of Injuries
2000	10,958
2001	11,619
2002	12,407
2003	12,815
2004	14,468
2005	15,530
2006	17,036
2007	23,218
2008	28,538
2009	28,958
2010	29,442
2011	32,907
2012	30,801
2013	27,646
2014	25,093
2015	22,672
2016	18,282
2017 (Q1-Q2)	8,924
Total	370,688

PERIOD OF SERVICE

Gulf War (9/2001 or later)	2,120,250
Gulf War (8/1990 to 8/2001)	2,214,044
Vietnam Era	6,155,401
Korean War	1,419,660
World War II	686,455
Pre-WWII	7,241

Multiple Wars

Both Gulf Wars	1,150,328
Both Gulf Wars and Vietnam Era	65,562
Gulf War (8/1990) and Vietnam Era	288,341
Vietnam Era and Korean War	285,649
Korean War and WWII	56,105
Vietnam Era, Korean War and WWII	25,703
Between Korean War and WWII	87,323
Between Vietnam Era and Korean War	1,554,924
Between Gulf War and Vietnam Era	2,528,191

EDUCATION

25 and Older With a High School Diploma or Equivalent

Veterans: 28.1%
Total Population: 27.2%

25 and Older With Some College or Associates Degree

Veterans: 37.3%
Total Population: 28.9%

25 and Older With a Bachelors Degree or Higher

Veterans: 28.3%
Total Population: 31.3%

BUSINESS

Number of U.S. Businesses Owned by Veterans:

3 million

Percent of Veteran-Owned Businesses Owned by Minorities:

45%

Veterans 18 and Older in the Civilian Labor Force:

10,129,000

Percent of Labor Force Unemployed:

4.3%



FINANCES

Median Income (2016)

Male Veterans: \$40,076
Female Veterans: \$34,178
Nonveteran Males: \$35,365
Nonveteran Females: \$23,445
Total: \$29,591

DIVERSITYINC 2017 TOP 15 COMPANIES FOR VETERANS

- | | | |
|---------------------|------------------------------|--------------------------|
| 1. Northrop Grumman | 6. Exelon | 11. Prudential Financial |
| 2. Boeing | 7. Kaiser Permanente | 12. PwC |
| 3. First Data | 8. The Hershey Company | 13. Wells Fargo |
| 4. AT&T | 9. General Motors | 14. Hilton Inc. |
| 5. Southern Company | 10. FCA U.S. (Fiat Chrysler) | 15. BASF |



Transitioning Veterans into Your Organizations:

A Guide for All Employees

By Chris Wilson

I served active duty in The United States Marine Corps from 2007 to 2012 as an Infantry Officer serving deployments to Afghanistan in 2009 and 2011. I often reflect back and find that the most beneficial years of my life will forever be when I was active duty in the Marine Corps. The growth and lessons learned from training, deployments, and responsibilities as an officer have prepared me for any line of work in leadership in the business world.

I feel very fortunate to be where I am in my life now both professionally and personally. However, I look back at the immediate years following 2012 as I transitioned in becoming a “civilian” and realized many mistakes were made on my part. Then I also look at my employers and realized that they were not fully prepared to integrate Military Veterans into their culture.

I look at “Corporate America” today as a place filled with organizations that understand the value add of employing Veterans — however, I do see gaps in this market. The gaps deal with how to correctly retain and promote Veterans in their cultures. It goes beyond “what NOT to say to Veterans” and the common inquiries of “Did you ever kill anyone?”

I have analyzed four key areas that will assist all employees in interacting with Veterans, as well as assist Veterans and your organizations with retention and promotions.

1 Understanding a Common Misconception: Holidays

Whether you have Veterans that have come from the Army, Air Force, Navy, Marine Corps or Coast Guard, the Veteran community is very proud of its service. There are special days in the year that mean a lot to this community. Understanding the date and what the meaning of these holidays and events are will go a long way in showing to your Veterans that you care and appreciate their previous lives.

Memorial Day and Veterans Day are the big holidays that everyone is familiar with, but understanding what each day actually means is significant. Memorial Day is a day to remember those that gave their lives serving our country. Veterans Day is about giving thanks to those that have served. These differences are big in the eyes of someone that served in the Military. For those that have served, many have lost friends to combat operations. Thanking a Veteran for his service around Memorial Day could bring back moments of grief and guilt around their fellow

service members that were lost.

Outside of these large national holidays there are also very specific holidays in the individual branches — for example, when the branches were formed, also known as their “birthdays”:

Army: June 14

Coast Guard: August 4

Air Force: September 18

Navy: October 13

Marine Corps: November 10

2 Mental Health

When people are mentally healthy they can reach their potential in life. Mental health carries a huge stigma in our country. This stigma can be even stronger among Veterans due to the Military culture of not submitting to weakness. Post-Traumatic Stress Disorder (PTSD) is most consistently seen and associated with combat Veterans.

With the correct treatment PTSD is 100 percent curable. The reason I know this



PHOTO BY ROB MARTINEZ/NGO JOURNAL

Chris Wilson served as an infantry officer in the Marine Corps from 2007 to 2012 and separated as a Captain. He graduated from Rutgers, where he was a member of the Division I soccer team, in 2006, and earned his Executive MBA from Rutgers in 2015, at which time he was awarded the Directors Award.

Chris remained active at Rutgers; he was the lead mentor of the university's mini-MBA program for veterans. He became an adjunct professor in 2016, teaching an organizational behavior course for the Executive MBA program.

Chris has worked at two Fortune 500 companies. He also served as head of strategy for Headstrong Project, a nonprofit that partnered with Weill Cornell Medicine to aid veterans with mental health and substance abuse issues. Chris had previously received treatment there for his own PTSD using a therapy known as EMDR.

Today, Chris lives in Ridgewood, New Jersey, with his wife Sara and their dog Brooklyn, a Rhodesian Ridgeback. He enjoys staying active with fitness and time with family and friends.

is because I was diagnosed with PTSD in February 2014 and, through a great program through Weill Cornell Medicine called Headstrong Project, I too was 100 percent cured in six months through their therapy processes of stabilization, memory processing, and reintegration.

But I had to find care and research on my own. I look back in 2014 as someone who was working for a large Fortune 500 company while going through some very scary symptoms of PTSD. My company wanted to help but did not have partnerships with key clinicians that had experience working with combat trauma. I first saw a therapist that worked primarily with children. Simply put, child therapists are not prepared to speak with Veterans about the traumas that occur on the battlefield.

Taking initiative as an organization to find partnerships to take care of your Veterans' mental health is something that will pay forward for the business in an immense way.

Facts on Mental Health and Veterans

- Anywhere between 22 and 30 Veterans a day commit suicide
- Approximately 25 percent to 30 percent of Veterans that go to combat will come back with some type of PTSD
- Signs and symptoms of PTSD can include, among others, headaches, trouble sleeping, a disconnect with loved ones and anxiety attacks

3 Social Interaction

Studies have found that that people find more meaning in life and have a reduced risk of depression when they are committed to social and physical interaction. This applies to Veterans as well; ensuring your Veterans are not isolated is important.

Social interaction can be done in a variety of ways. Whether that is through Employee Resource Groups (ERGs) or mentoring, having Veterans communicate and being social will drive them to meet their potential. Also, this social interaction will gain trust in the organization and have them believe in your "corporate community."

Military Veterans, particularly those who have been in combat, want to feel strong bonds in their new corporate culture because they all just left a "family" that they will miss as the years go by.

As Veterans become more social in your companies they will then begin to talk about their previous life in the service. Then you will never have to worry about people in your organization asking the typical questions around "did you ever kill anyone?" Veterans will develop strong relationships and will be faithful to the organization.

From our popular "Things NOT to Say" series, additional things never to say to a Veteran:

- "Thank you for your service, but I don't think we should have been there in the first place."
- "Why did you join? The military is a job for men."
- "You're too rigid to deal with sudden changes."
- "How could you leave your family while you were deployed?"
- "How did your husband/boyfriend feel about you being around all those men?"
- "Do you have Post-Traumatic Stress Disorder?"
- "What's the worst thing that happened to you over there?"
- "Were you raped?"

4 Giving Back to the Community/Service

Veterans are a group of people that wanted to serve for something that was "bigger" than them. They wanted to give back to their country and feel good about what they were doing for a higher cause. This is something that can be very hard for Veterans when they start to work in the "for profit world" or for publically traded companies. The perception from the Veteran could be that the company does not care about their communities.

I know when I worked for two different Fortune 500 companies they did not do a great job of promoting areas where you could volunteer your time or charity programs they were involved with. I left both organizations seeing them as companies that were not making a world a better place and, as a Veteran, that did not sit well with me.

I understand that many organizations are participating in making the world a better place. However, if your Veterans are unaware of these efforts then they may have the same feelings I did for my corporations.