



Veterans Day takes place Nov. 11 to honor the bravery and sacrifices members of the military have made throughout history. This Meeting in a Box is a valuable tool to help you spark conversations with your employees about veterans and continue their cultural competence training. We include a timeline of military history, including wars troops have fought, legislation that has affected them and barriers underrepresented individuals in the military have overcome. We also include facts and figures regarding veterans in the U.S. and their contributions to the workforce, a company spotlight on veteran leaders in DiversityInc's Top 50 Companies for Diversity and a tip sheet on transitioning veterans into your workforce.

1 HISTORIC TIMELINE

We recommend that you begin your cultural competency discussion by outlining the history of veterans in the U.S., the wars they have fought, legislation that has impacted them and the barriers to equality many military personnel have overcome.

Discussion Questions for Employees

- ? In what ways have veterans been valued — or devalued — in this country?
With many wars being politically controversial, how can we honor the sacrifices military personnel have made while still holding the military accountable for controversial actions?
- ? What obstacles have underrepresented people in the military — like women, LGBTQ people and people of color — overcome?
How might services offer additional challenges to underrepresented individuals?
- ? What do you know about the challenges veterans face when transitioning back to civilian jobs and life?
How has this transition changed historically? In what ways can our company support veterans reentering the workforce?



2 FACTS AND FIGURES

After discussing the timeline, the next step is to review available data and understand demographics of veterans, which is especially important for diversity recruiters.

The data we have chosen to present here represents information of relevance to corporate America, such as racial/ethnic, gender, age, education and economics. We also feature the Top 15 Companies for Veterans.

Discussion Questions for Employees

- ? Does our company have an employee resource group for veterans?
If not, how would this group benefit us 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?
- ? Does our 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, especially veterans with disabilities, are increasingly included (and targeted) as vital pieces of the procurement budget.
- ? Does our company publicly support veterans?
If not, how can we?



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3 SUPPORTING & TRANSITIONING VETERANS INTO YOUR ORGANIZATION

This tip sheet can be used as a tool for all employees and leaders to further their cultural competence training and learn how to best support veterans in your organization. It outlines challenges veterans face adjusting to corporate and civilian life and provides ideas to help employers help veterans with the transition and tap into their skill sets.



Discussion Questions for Employees

- ? What programs and initiatives do we already have in place to support veterans?
How do we promote these programs? Is it widely known what resources are available? If we don't have any programs currently in place, what are some ideas on that implement?
- ? How can we turn something that veterans may struggle with into a strength?
How can we tap into their unique experiences and points of view to help our organization thrive?
- ? What are some skills and attitudes a veteran employee may have that our organization could learn and benefit from?



4 VETERAN LEADERS IN DIVERSITYINC'S TOP 50

Humana (No. 42 on DiversityInc's 2019 Top Companies for Diversity list and No. 15 on DiversityInc's Top Companies for Veterans specialty list) has an employee resource group for veterans called the Veterans Network Resource Group. They launched a Veterans Hiring Initiative in 2011 and have made a commitment to hire 500 new veterans and military spouses each year. As of 2018, they had hired more than 4,500 military members and spouses. In 2018, DiversityInc spoke to Humana senior talent management professional and Veteran Hiring Initiative leader, David Best who is also an Army veteran.

Best served in the Army from 1981–2013. The same year he left the Army, he began working at Humana — first as a process consultant and then as an operational readiness manager. He took on his current role as senior talent management professional and Veteran's Hiring Initiatives leader in 2016. As part of his job, Best collaborates with hiring managers to meet the objective of hiring veterans, mentors candidates through career counseling, other job application advising and outreach, and networking with veteran organizations to source talent.

Best has a Master's degree in computer resources and information management from Webster University in Missouri. While in the Army, he also worked with acquisition and retention. The final position he served in the military was as the senior Army retention director for the Afghanistan Theater of Operations.

Humana is a partner of the Department of Defense's TRICARE program, which gives health benefits to veterans, active military members and their families.

Best entered corporate America after having served in the military since he was a teenager and said he wanted to help veterans at Humana transition and meet their potential the same way the company helped him. He told DiversityInc in 2018, "In the first year of my Humana employment, people that knew I came from the military directly to the corporate environment took extra time to help me develop and understand the corporate space."



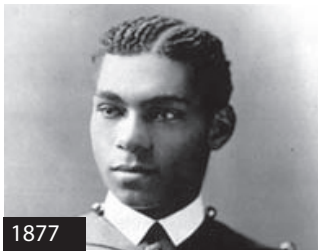
Discussion Questions for Employees

- ? How does our company help promote representation across the board in different areas of expertise?
In what ways can we improve?



"In the first year of my Humana employment, people that knew I came from the military directly to the corporate environment took extra time to help me develop and understand the corporate space."

Timeline



1877



1917



1921



1979

1775–83 Revolutionary War

1812–15 War of 1812

1846–48 Mexican-American War

1861–65 Civil War

1868 Maj. Gen. 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. 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 Second Lt. 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 Navy. She later becomes the first woman to reach the rank of chief petty officer.

1917–18 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 the first Black general in U.S. military history.

1941–45 World War II

1941 The Tuskegee Airmen are founded. They are a group of African-American

military pilots. The members of this group included five Haitians, a pilot from Trinidad and an airman from the Dominican Republic. Before the Tuskegee Airmen, no Black person had been a military pilot.

1950–53 Korean War

1955–75 Vietnam War

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

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

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

1980 Post-traumatic stress disorder (PTSD) is officially recognized by the American Psychiatric Association, validating the negative effects of combat soldiers had dealt with for years.

1990–91 Gulf War I (Operation Desert Shield/Operation Desert Storm)

1990 The Americans with Disabilities Act (ADA) becomes law. Title I of the act specifically protects disabled veterans from discrimination.

1994 Military adopts "Don't Ask, Don't Tell" policy regarding service by LGBTQ people, protecting closeted LGBTQ people from harassment or discrimination but denying openly LGBTQ personnel from service. Department of Defense prohibits women from serving in combat. The Uniformed Services Employment and Reemployment Rights Act requires employers to put individuals back to work in their civilian jobs after they return from service.

2001 Sept. attacks happen, sparking President George W. Bush to send troops to Afghanistan and eventually Iraq in retaliation, though Al-Qaeda is not associated with either country.

2001-pres. War in Afghanistan

2003-11 Gulf War II (Iraq War)

2010 Chelsea Manning, a transgender former U.S. Army intelligence analyst releases classified documents on the 9/11 attacks and Iraq War to WikiLeaks. She is charged with espionage and sentenced to prison from 2010-2017, but is touted by many as an activist and whistle-blower.

2011 "Don't Ask, Don't Tell" ends.

2013 President Barack Obama signs National Defense Authorization Act for the fiscal year 2013, significantly reforming Department of Defense sexual assault and harassment policies.

2014 The U.S. intervenes in the Syrian Civil War.

2015 U.S. military announces it is opening all combat positions to women.

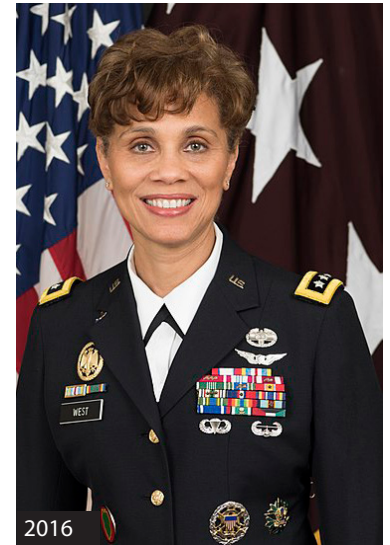
2016 Lt. Gen. Nadja Y. West becomes the first Black woman promoted to three-star army general. She is also the Army's first Black surgeon general. Wounded Warrior Project, a nonprofit that supports veterans who suffered physical and/or mental injuries following Sept. 11, fires its CEO and COO for overspending 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." U.S. Military Academy at West Point announces 16 Black female cadets who posed for a photograph with raised fists did not violate Department of Defense or Army regulations. 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.

2017 Manning is once again sentenced to prison for refusing to testify against Julian Assange, founder of WikiLeaks.

2018 Trump issues a memorandum preventing most transgender individuals from serving in the military. He is once again met with backlash.

2019 Trump orders the withdrawal of U.S. troops from Syria.



2016



2016



2019

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Facts & Figures

POPULATION

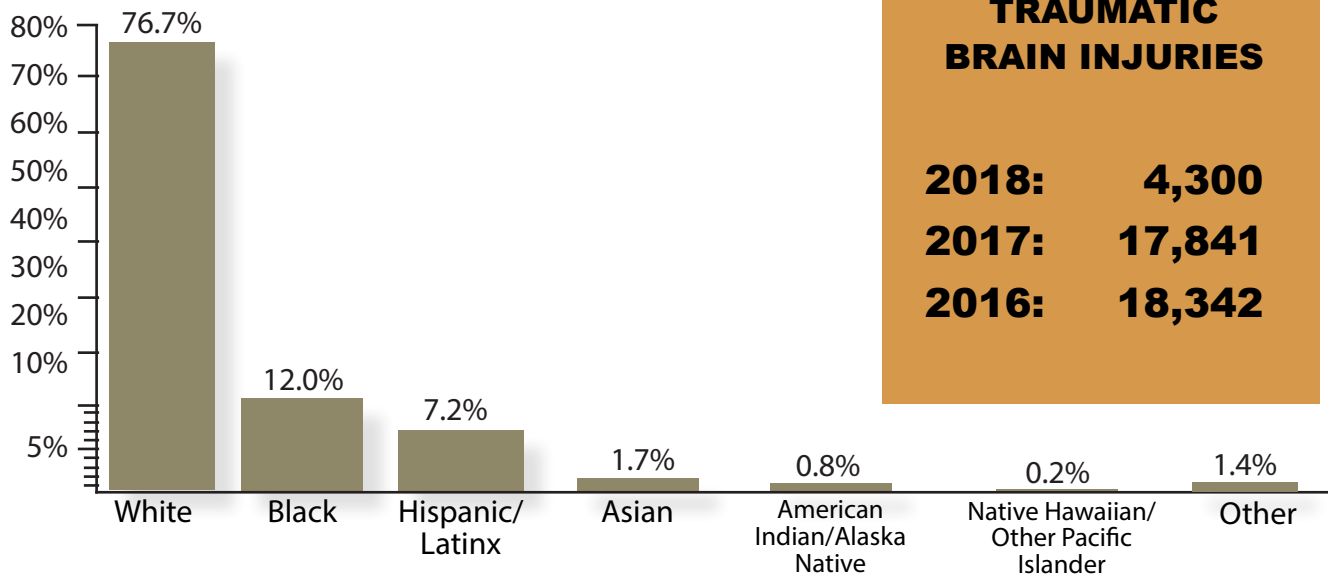
Total Veteran Population

~18 million (7.1% of total population)

Women Veteran Population

~1.7 million (9.2% of veteran population)

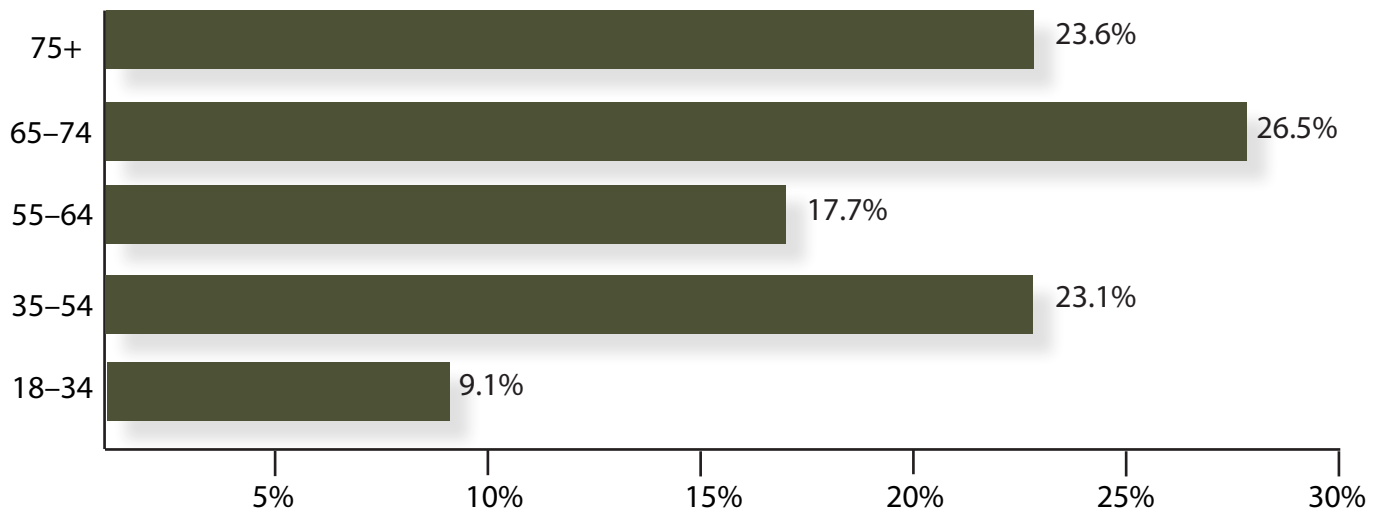
Race/Ethnicity



TRAUMATIC BRAIN INJURIES

2018: 4,300
2017: 17,841
2016: 18,342

Age



With a Disability

~29.5% of veterans

Without a Disability

~70.7% of veterans

Service-Connected Disability

~24.4% of veterans

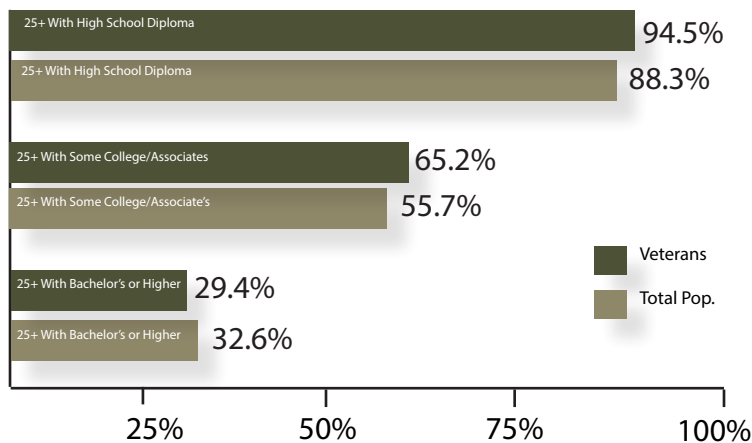
PERIOD OF SERVICE: VETERANS ALIVE TODAY

Gulf War (9/2001–present)	2,474,807
Gulf War (8/1990–8/2001)	2,231,804
Vietnam Era	6,909,320
Korean War	1,145,538
WWII	435,580
Pre-WWII	4,832

Served in Multiple Wars

Both Gulf Wars	1,224,886
Both Gulf Wars & Vietnam Era	64,501
Vietnam Era & Korean War	111,040
Korean War & WWII	32,776
Vietnam Era, Korean War & WWII	16,843

EDUCATION

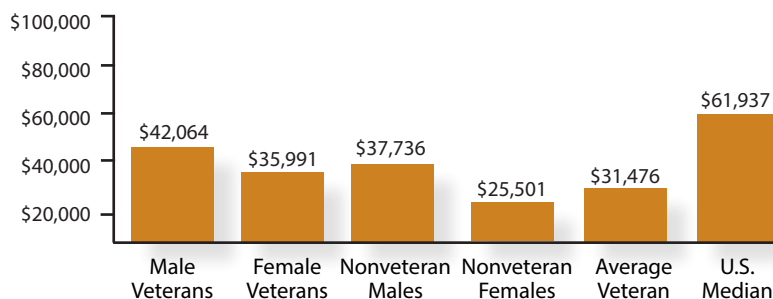


DIVERSITYINC 2019 TOP COMPANIES FOR VETERANS

1. Northrop Grumman Corp.
2. The Boeing Company
3. Leidos
4. Ball Aerospace
5. Spirit AeroSystems
6. Comcast NBCUniversal
7. AT&T
8. First Data
9. Southern Company
10. Exelon Corporation
11. FCA US LLC
12. The Hershey Company
13. General Motors Company
14. ADP
15. Humana
16. Toyota Motor North America
17. BASF

FINANCES/EMPLOYMENT

Median Household Income



Veteran Unemployment Rate

3.2%

Non-Veteran Unemployment Rate

3.4%

Percentage of labor force made up of veterans

~4.5%

Supporting & Transitioning Veterans Into Your Organization

Military lifestyle greatly differs from civilian and corporate lifestyle, but if your company prioritizes supporting and leveraging veterans, you can turn their challenges and experiences into strengths.

Challenges

Employer bias. Some employers discriminate against veteran applicants, fearing they may have disabilities or mental illnesses that could interfere with job performance. They could also be wary about a gap on an applicant's resume.

Difficulty applying military skills to civilian life. Employers may not see how certain types of military training can be valuable in the workplace. Managing troops can be different from managing an office, so veterans and companies need to identify what skills and experience are applicable to specific areas.

Struggles with shedding military habits and identity. After years of intense emphasis on discipline and precision, returning to civilian life and working with those who have not served can be a challenge. Differences in work ethic and attitude can cause conflicts in an organization.

Applying military attitudes to workplace attitudes. Certain office environments can be competitive, but the military environment is largely collaborative.

Tips

Make employees aware of resources available to them to help them transition. These tools might be within or outside of your organization, including your company's Employee Assistance Program, your human resources office, financial counseling or outside organizations like the U.S. Veterans Reentry Project. Include these resources in onboarding and other material you distribute to encourage its use.

Consider creating a veteran employee resource group (ERG) or affinity program. Veterans ERGs can help former service members network with one another and surround themselves with those who have similar experiences to them. Seeing those who have successfully bridged the military-civilian divide and are achieving within the company can boost a newly-hired veteran's morale and help them set goals for themselves.

Make necessary accommodations for those who need them. Veterans may struggle with physical disabilities or mental illness as a result of their service. Be understanding of the disabilities you can't see as much as the ones you can. A large population suffers from PTSD, or post-traumatic stress disorder. Make your workplace accessible and provide information on mental health services and support.

Train managers and other employees to help them better understand the veteran population and help them recognize warning signs of veteran fatigue.

Connect veterans with mentors and sponsors. Mentors and sponsors can help veteran hires tap into their potential and help them progress throughout the company.

During onboarding, engage veterans. Because of the already challenging lifestyle transition and the fact that military culture differs from that of civilian life — including that in the office — it can be easy for veterans to feel isolated. Reach out to veteran new hires and offer support.

Take time to recognize and thank veterans at your organization. You can recognize them through small gestures, like celebrating military holidays or service birthdays, or giving them items to wear or carry that indicate their status as veterans.

Take the initiative to hire veterans. Make a plan and set goals to better reach out to the veteran community. Have your HR team and other leaders identify areas and departments where veterans' skills may lend themselves well. Connect with military institutions and organizations in your area to see if you can recruit talent from them.