

BOSTON COLLEGE

PORATE CITIZENSHIP

ARROLL SCHOOL

TABLE OF CONTENTS

- 1** Letter From the Chair
- 2** Introduction
- 3** Meet the Contributors
- 4** Supporting Hidden Heroes
 - 5** Advice for the field
- 7** Economic Opportunities for Veterans and Communities
- 11** Recruiting and Retaining a Diverse Workforce
 - 14** Inclusion and diversity conversation starters focused on supporting the military community
- 15** Resources
- 16** Sources



Introduction

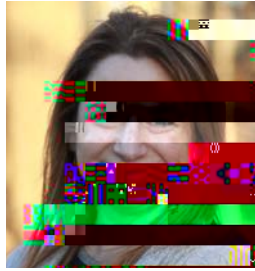
The Boston College Center for Corporate Citizenship's 2022 State of Corporate Citizenship Report shows that nearly a third of surveyed executives consider the military community a priority focus area for their company, and over half of those surveyed prioritize diversity, equity, and inclusion (DEI) initiatives. Given the diversity of the military and veteran community,¹ the 2022 State of Corporate Citizenship findings suggest that prioritizing the military community in your company's corporate citizenship initiatives is good for business and the community.

This Advisory Bulletin, developed by the Boston College Center for Corporate Citizenship Advisory Board on Support of Military Families and Veterans, outlines key trends and topics of concern to corporate citizenship professionals as of June 2023.

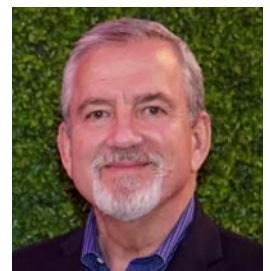
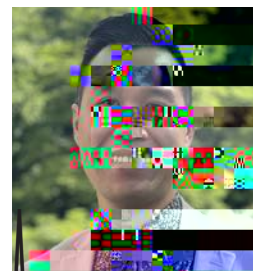
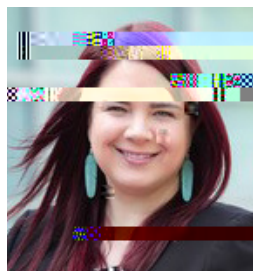
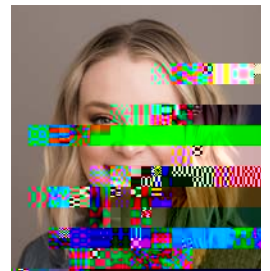
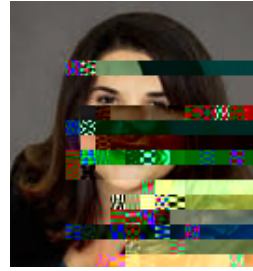
The BCCCC Advisory Board on Support of Military Families and Veterans is chaired by Justin Schmitt, AVP, Corporate Responsibility at USAA. It was launched at the beginning of 2021 as a forum to exchange ideas and work with peers on programs that support the military community. The goal was to gain knowledge and insights into best practices for these programs, explore potential cross-sector collaboration to positively impact the military community, and accelerate and share learning about how companies can most effectively support military families and veterans.

The purpose of this bulletin is to serve as a resource for companies interested in best practices to support military-affiliated employees and their families. It shares key takeaways, lessons learned, and case studies from Advisory Board conversations on hiring and retaining military-affiliated talent and leveraging current corporate citizenship strategies to support the military community. Unless otherwise noted, all the information in this report is sourced from Advisory Board discussions.

Meet the Contributors



AVP, Corporate
Responsibility
USAA



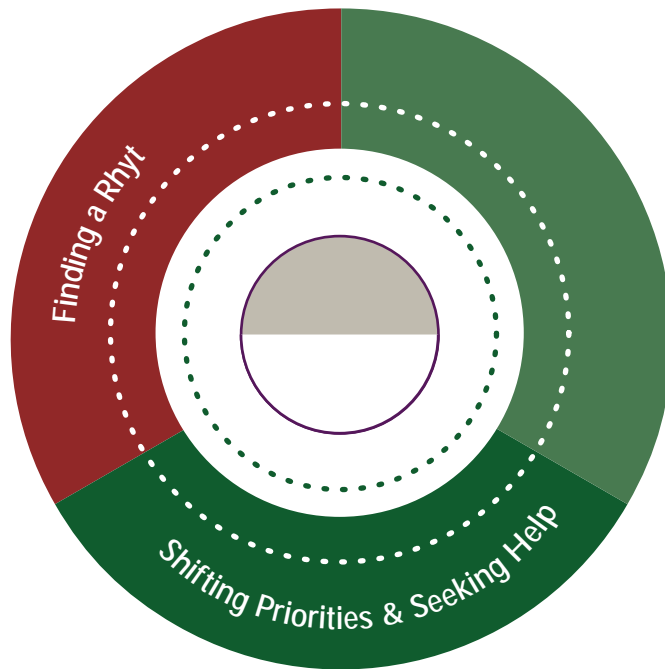
Supporting Hidden Heroes

M a a a - a a a b .

Family caregiving is the backbone of America’s long-term health care system. With 38 million caregivers in the U.S. offering 36 billion hours of free care each year, they are a crucial piece in helping family members in their lives.¹

An estimated 5.5 million² of those caregivers are helping active-duty service members or veterans in their return to civilian life. With the majority of these caregivers employed in the workforce,³ employers have the opportunity to play a huge role in helping acknowledge, affirm, and understand the unique values and skills of caregivers.

The Elizabeth Dole Foundation and partners created The Caregiver Journey Map, which helps identify key milestones and challenges in the military caregiver journey. It charts the potential impact on caregivers’ physical, psychological, financial, and social well-being. This tool can be used by Military & Veteran Employee Resource Groups as well as Human Resource teams to help better understand military caregivers. For more information and to access the digital version of the map, visit: <https://caregiverjourney.elizabethdolefoundation.org/about/>



: A
://

Providing care for veterans comes with its own set of significant and unique challenges, especially when it comes to dispersing information and resources. Many caregivers, older veterans, and those in rural communities might not have information readily available to learn what benefits they may be eligible for. Additionally, the proud nature of the military community may keep them from reaching out for help. In a recent survey, only 56% of caregivers report that their work supervisors are aware of their caregiving responsibilities.⁴ This creates an opportunity for organizations to use their employees and networks within their communities to educate veterans and their caregivers on the benefits they should be receiving. Companies that recognize caregivers' situations allow more flexible work schedules and create employee assistance programs could benefit from higher attendance rates and decreased turnover.

ADVICE FOR THE FIELD



- Awareness is key—use your resources to assist caregivers in accessing information and resources that are available to them.
- Include a focus on caregivers when mental health resources/awareness is talked about—help employees make the connection.
- Expand Employee Resource Groups (ERGs) to include all types of caregivers.
 - Look for intersections among ERGs such as MilVet, Disability, or Parent groups.
- Create employee assistance programs or expand access to the current one.
- Allowing for flexible work hours or adopting hybrid work models may help ease the burden of caregiving while increasing engagement at work.

Research has found a positive ROI for policies that support caregivers. For every \$1 invested in flexible arrangements, employers can expect a return between \$1.70 and \$4.34.¹

COMPANY EXAMPLE

BOOZ ALLEN HAMILTON

Since 2019, Booz Allen Hamilton has partnered with the Elizabeth Dole Foundation to better understand the needs of military caregivers across the country. Booz Allen is using its EpiMaps platform to create a custom map that shows where caregivers are distributed, pinpoints locations where poor health outcomes are highest, and draws out the factors that may be driving those outcomes. Pulling from the extensive Booz Allen data lake, EpiMaps displays county-level data on more than 125,000 unique data points. These new insights give the foundation an unprecedented, evidence-based look into the localized needs of hidden heroes.

Economic Opportunities for

fewer avenues of employment for returning military personnel. By holding networking events and providing opportunities to access capital, companies can help veterans



The reason supporting the military community is important is twofold. First, their sacrifices are immeasurable, and we should recognize and support them by the means we have available to us. Second, in addition to it being the right thing to do, their experiences, knowledge, and expertise mean that it is also good for business. I am honored to be able to support the military community through my role at Fiserv on a day-to-day basis.”



VP, Head of Military and Veteran Affairs, Fiserv Inc



It is our duty to recognize and reward our nation's military for their service to our country and for the many sacrifices that come with military life. The military lifestyle prepares service members to take on important roles in industry after their term of service.”



Director, Corporate Citizenship
CSX

Simply put, it's our duty to take care of the heroes who take care of us. As a Navy Federal team member, giving back to the members we serve—the military, veterans, and their families—is our mission and at the core of who we are as a not-for-profit credit union. As a military spouse, it's even more special knowing that my employer backs me and my loved ones by championing

Recruiting and Retaining a Diverse Workforce

Members of the military community looking for employment

They have a large active military employee resource group. They support active-duty military during deployment, and they actively seek out those with military experience to hire. They make a direct connection between military experience and employment opportunities at CSX.

Many corporate members of the Advisory Board have committed resources not just to their own recruitment and retention of military talent but to increase hiring from the military community overall. For example, Navy Federal Credit Union has been publishing its Best Cities After Service List since 2018.³ These cities offer employment, support, and connections for indirect Cng (en-US).6 (e)-21.6 (g f)86 (ong)

Where will you fit in?

You have experience



	Yo Experience	Military (NCOs & Officers)	Management Opportunities (NCOs & Officers)	Craft Opportunities
Combat Arms & Military	Armor, Artillery, Combat Engineer, Infantry, Military Police, Security Forces, Ordnance		Management Training Program, Track Supervisor	Craft Operator, Truck Worker
Mechanic/Machinist	Pipefitting, Vehicle Maintenance			Worker, Pier Mechanic/Machinist
Electrician	Electronics Technician, Electronics Troubleshooting & Maintenance, Weapons Systems Maintenance		Management Training Program, Manager of Mechanical Operations	Locomotive Electrician, Roadway Electrician, Pier Worker
Transportation	Air Traffic Controller, NCOs & Officers, Battalion/ Squadron-level and higher operations		Management Training Program	
Communications	Communications Specialist			
Law Enforcement	Investigations, Military Police, Security Forces, Air Force, Master-at-Arms		Police/Special Agent, Security	Signal Construction, Utility Worker
Supply	Inventory, Quartermaster, Warehousing, Logistics, Procurement Specialists		Shipping/Receiving Coordinator, Mail Management Training Program, Intermodal Manager	Clerk, Customer Service, Customer Service, Intermodal Service Representative
Administration	Finance, Human Resources, Customer Service		Human Resources	Intermodal Service Representative

We look forward to having you serve with us, and to help you transition to civilian life with ease.

Source: CSX. Serving Together: Veteran Career Opportunities. <https://www.csx.com/re/wwwcsx15/assets/File/Working%20at%20CSX/csx-booklet-veteran-career-opportunities.pdf>

Resources

- **B Lab**

Mission: Empower the veteran community to become leaders in entrepreneurship and innovation

Location: Entrepreneurship

Website: <http://b-lab.org/>

- **Carroll Veteran Owned Business**

Mission: To provide opportunities and growth for veteran and military spouse-owned businesses

Location: Entrepreneurship

Website: <http://www.carroll.edu/vob/>

- **TEAD Foundation**

Mission: Strengthen and empower America's military caregivers and their families by raising public awareness, driving research, championing policy, and leading collaborations that make a significant impact on their lives

Location: Support for families and caregivers of wounded veterans

Website: <http://tead.org/ab/>

- **Timothy W. Anderson Memorial Foundation (IVMF) USA**

Mission: To empower service members, veterans, and their families through actionable research, innovative programs, and insightful analytics

Location: Entrepreneurship, career training, community service

Website: <http://www.ivmf.org/ab/>

I Q Q

- 1 U.S. Department of Defense. (2020). 2020 Demographics: Profile of the Military Community. Military OneSource.

S Q H H

- 1 Reinhard, S.C., Caldera, S., Houser, A., Choula, R.B. (2023, March). Valuing the Invaluable: 2023 Update. American Association of Retired Persons. <https://www.aarp.org/content/dam/aarp/ppi/2023/3/valuing-the-invaluable-2023-update.doi.10.26419-2Fppi.00082.006.pdf>
- 2 American Association of Retired Persons, Elizabeth Dole Foundation, & Hiring Our Heroes. (n.d.) Supporting Military and Veteran Caregivers in the Workplace: A Practical Guide for Employers. [https://hiddenheroes.org/wp-content/uploads/2019/09/Military-Caregiving-Employer4Employer4Employ1mp150en-.org/wp83 t/Lang \(en-US\)/MCID 689 BDC BT 9 0 0 9 9 onent/dam/aarp/](https://hiddenheroes.org/wp-content/uploads/2019/09/Military-Caregiving-Employer4Employer4Employ1mp150en-.org/wp83 t/Lang (en-US)/MCID 689 BDC BT 9 0 0 9 9 onent/dam/aarp/)

Build your network Advance your ideas

Are you a CSR professional looking to share your expertise and advice with others while staying current on emerging issues and leading-edge practices related to your work? Explore the benefits of serving on a BCCCC Advisory Board! The boards are available only to Center members and give you an instant ability to tap into new strategies with your peers. It's also a great way to keep you energized and in the know; these supportive networks will help advance your ideas and keep you motivated.

Benefits of Serving on a BCCCC Advisory Board

COLLABORATION

Looking for new strategies? Want to hear about the experiences of other companies? Participating in an advisory board will give you access to an exclusive cohort of peers and professionals where you can discuss and share best practices.

CHOICES

BCCCC offers a multitude of advisory boards that focus on several areas that may impact your company including ESG Reporting; Community Involvement; Diversity, Equity, and Inclusion; Health Equity; Sustainability; and Supporting Military Families.

CREDIBILITY

Stepping up on a bigger platform with recognition from outside of your company gives you a platform to both showcase and build your CSR efforts.


COMMUNICATION

Board members are invited to be named as co-authors of the one or more briefing publications that their advisory boards release every year.



CENTER FOR CORPORATE CITIZEN

KNOW MORE.
DO MORE.
ACHIEVE MORE.

Based in the **Ca S Ma a**  the Boston College Center for Corporate Citizenship combines the most valuable aspects of a professional community and the resources of a leading academic institution for our members. We integrate the perspectives and experience of some of the leading corporate citizenship professionals in the field today with management best practices, helping you align your corporate citizenship objectives and business goals. Center resources support positive outcomes for your functional area, your organization as a whole, and you as a leader.

