



# Employing America's Heroes: What HR Professionals Need to Know About Veterans

SHRM Diversity CLA Webinar  
February 18<sup>th</sup>, 2010

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# Today's webinar focuses on three key areas



**The Value  
Proposition**



**A Business  
Case for  
Diversity**



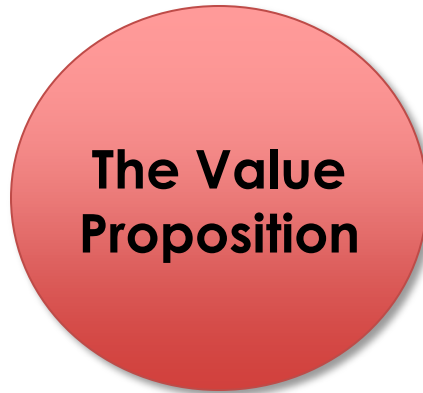
**The  
Retention  
Challenge**

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# The value proposition for hiring veterans applies to organizations and employees alike

What benefit does the organization expect from its employees?

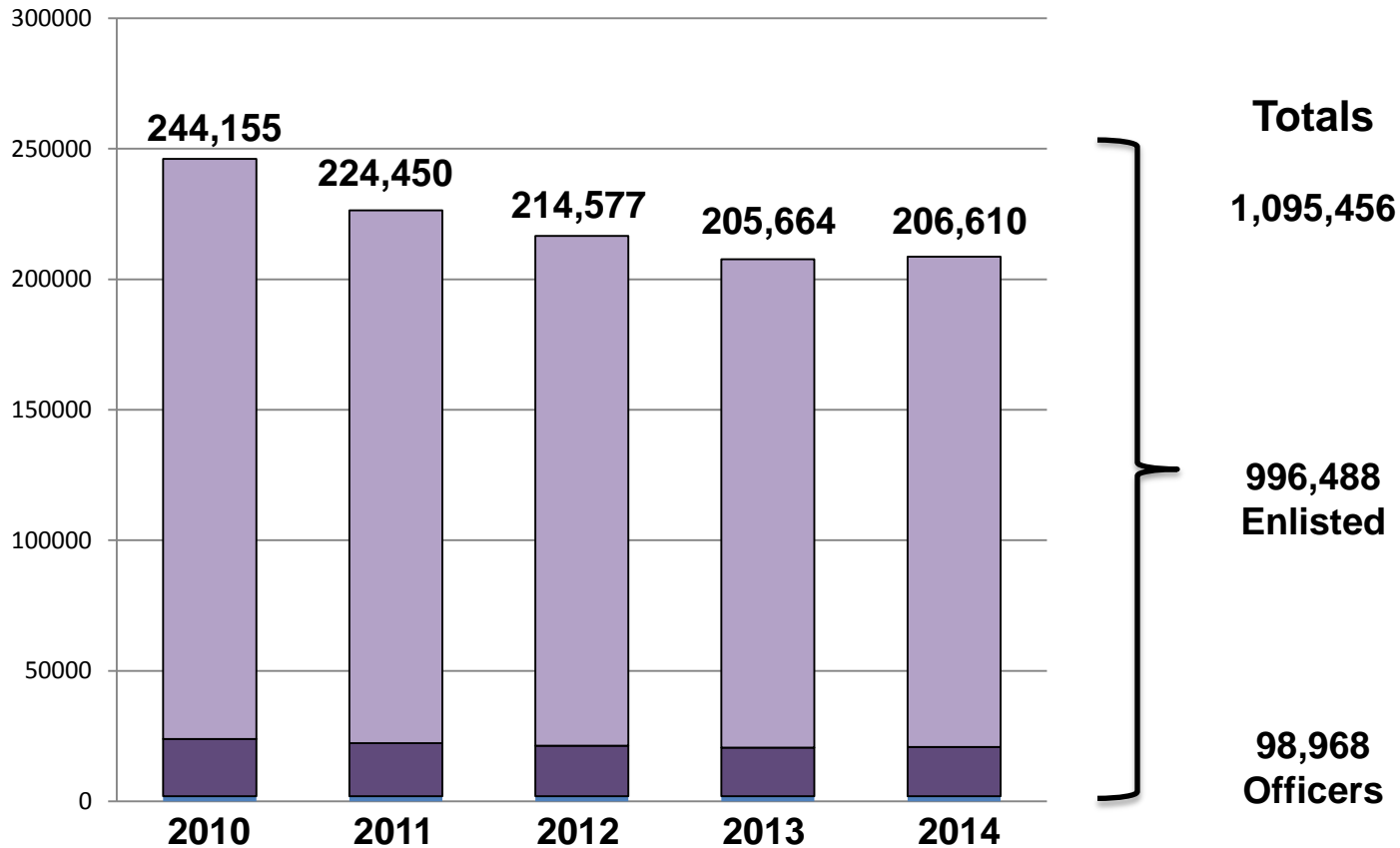


What benefit does the organization offer its employees?

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# More than 1 million veterans will transition from military to civilian over the next 5 years



Source: Department of Veterans Affairs, 2007

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# Dimensions of diversity among veterans

Veterans have a diverse demographic profile...

**A Business  
Case for  
Diversity**

...but a shared cultural experience

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# Current demographic of U.S. armed forces

<b>Active Duty</b>	Enlisted	Officers	Total
	1,196,897	232,139	1,429,036

<b>% Female</b>	Enlisted	Officers	Total
	14%	15.3%	14.6%

<b>Race Distr</b>	White	Minorities	Black	Other
	74.6%	25.4%	17.8%	7.6%

<b>Age Distr</b>	18-21	22-30	31-40	41-50	51-59	Avg. Age
	19.9%	47%	24.8%	8%	0.6%	28

Source: Defense Manpower Data Center, 2008

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# While veterans are demographically diverse, they share a common cultural experience

Former military officers and personnel are:

- a defined group
- coming from a strong culture
- with a shared set of challenges
- that shapes their civilian work experience

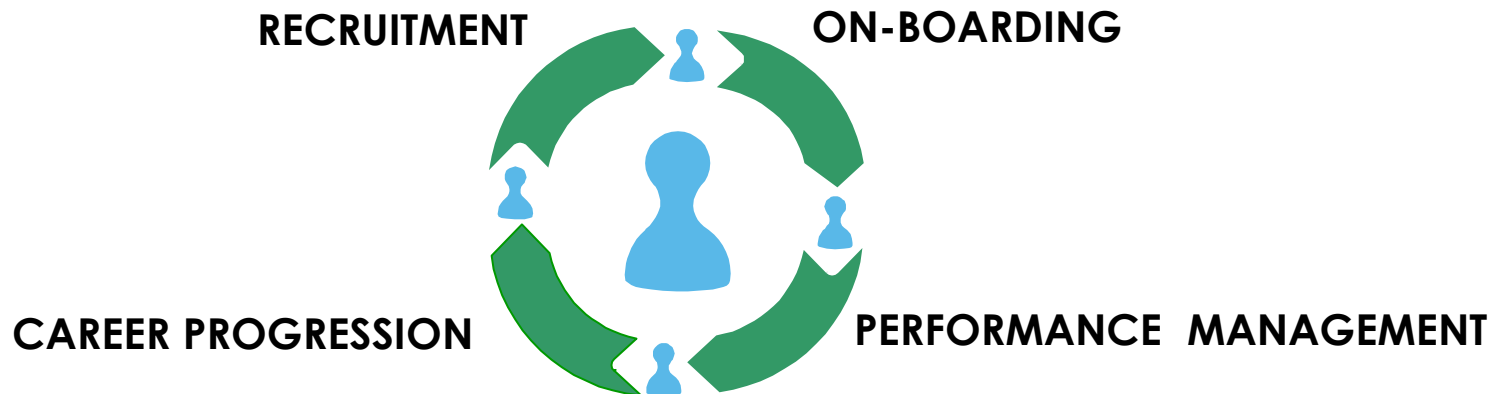
They are a group whose needs can be anticipated  
and proactively addressed at a structural level

# Retention of veterans is a real concern, and an area of potential positive impact by HR



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# For veterans, retention is impacted by every aspect of the employee lifecycle



And, in many organizations, HR is a point of continuity throughout an employee's career

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# Organizations that address veterans as a diverse segment of the workforce get results...

- Time-to-Productivity
- Job satisfaction
- Organizational affiliation
- Job performance
- Professional reputation
- Retention

...that can be measured in terms of ROI

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# Questions?

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# About Emily King

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- Recognized expert on the transition from military to civilian leadership
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- 10-year career with Booz Allen Hamilton in HR strategy
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