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BOSTON COLLEGE  
**CENTER FOR CORPORATE CITIZENSHIP**  
CARROLL SCHOOL OF MANAGEMENT

# Supporting Military Families and Veterans Advisory Board



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# Letter From the Chair

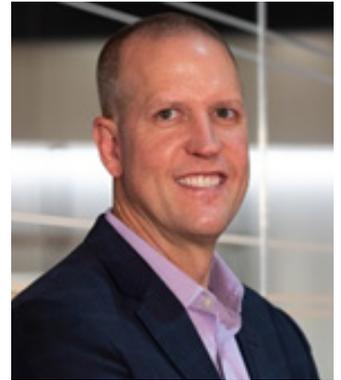
The next great frontier in CSR is cross-sector collaboration. Significant and complex societal issues cannot be solved by one entity alone. They require leadership and ecosystem change. Equip your organization to accept a leadership role on issues critical to your business and important to your stakeholders—and leverage your company’s unique resources and influence to inspire others to work together toward common goals. That is why being part of a Boston College Center for Corporate Citizenship Advisory Board is so important.

At USAA—as well as other member companies of the Advisory Board on Support of Military Families and Veterans—we see the value veterans and current military bring to our workforce and the communities where we live. Over the course of the past 12 months, we have shared best practices and resources related to hiring veterans and military spouses, supporting military and veteran caregivers, and empowering military and veteran entrepreneurs. Why is this essential to business? Our military is an all-volunteer force. When your company invests in our nation’s military and their families, you invest in the security and strength of our nation. Supporting military families who have volunteered to serve ensures that our nation’s greatest asset is connected to and empowered by your corporate commitment to community-based priorities. In this Advisory Bulletin, you’ll learn more about how your company can be a trusted partner—and advocate—in support of military families in your community.

With gratitude,

**JUSTIN SCHMITT**

AVP, Corporate Responsibility  
USAA



**JUSTIN SCHMITT**

AVP, Corporate Responsibility  
USAA

# 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,<sup>1</sup> 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

Not pictured: **TODD BOWERS**  
Head of Corporate Social Impact, Wayfair



**JUSTIN SCHMITT**  
AVP, Corporate  
Responsibility  
USAA



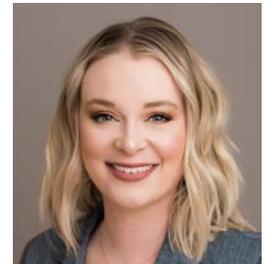
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**MANDY MONAHAN**  
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Responsibility  
NORDAM



**BRIAN MORGAN**  
Senior Military Talent  
Advisor  
CSX



**JENNIFER MCFARREN**  
Manager, Corporate  
Social Responsibility  
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**ALRIE MCNIFF DANIELS**  
Director,  
Communications and  
Stakeholder  
Engagement  
Point32Health  
Foundation



**SETH PETERSON**  
Manager, Corporate  
Citizenship  
Fiserv Inc

# Supporting Hidden Heroes

More than 3 million employees care for active-duty military or veteran family members.

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.<sup>1</sup>

An estimated 5.5 million<sup>2</sup> 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,<sup>3</sup> employers have the opportunity to play a huge role in helping acknowledge, affirm, and understand the unique values and skills of caregivers.

## MILITARY AND VETERAN CAREGIVER EXPERIENCE MAP

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/>



Source: Adapted from the Elizabeth Dole Foundation and partners The Caregiver Journey Map. <https://caregiverjourney.elizabethdolefoundation.org/about/>

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.<sup>4</sup> 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.

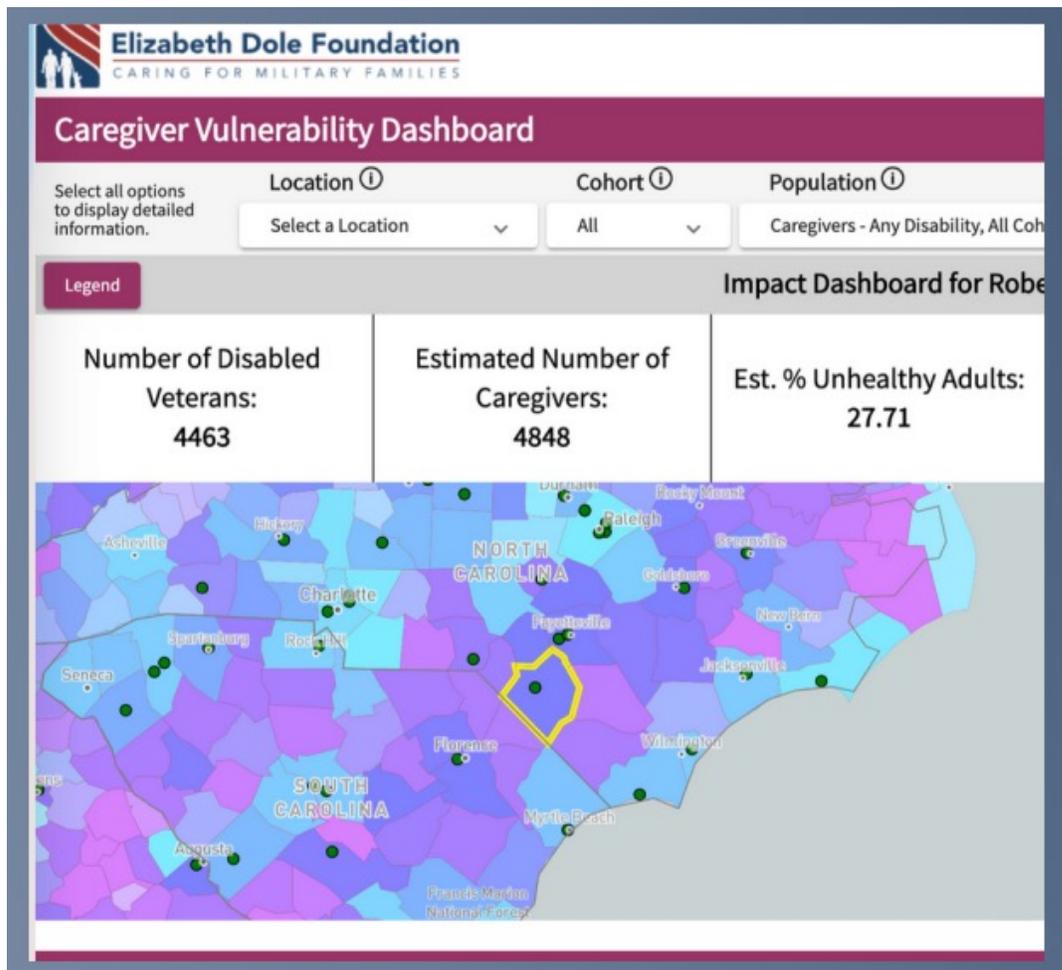
Research has found a positive ROI for policies that support caregivers. For every \$1 invested in flexible arrangements, employers can expect a return between \$1.70 and \$4.34.<sup>1</sup>

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, helping the organization better support military caregivers in local communities nationwide.



Source: Booz Allen Hamilton. EpiMaps: Data Visualization for Healthcare. <https://www.boozallen.com/c/insight/blog/epimaps-data-visualization-for-healthcare.html>



# Economic Opportunities for Veterans and Communities

Community economic development is high on the list of priorities for corporate executives.<sup>1</sup> Healthy employment numbers, increasing the local supply chain, and supporting small businesses make communities and companies stronger.

The military community can be a vital resource in these endeavors. Twenty-five percent of individuals leaving military service say they want to start a business.<sup>2</sup>

However, the current number of veterans starting their own businesses has been steadily decreasing.<sup>3</sup> Some of the barriers to business creation for veterans include a lack of access to capital as well as an insufficient network.

The current GI Bill no longer provides access to low-interest loans as it did for those returning home from World War II. A lower number of veteran-owned businesses means that fewer business owners understand the military experience and provide

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A future trend for corporations is providing resources for mentorship for the military community, especially those that have just transitioned into the workforce from the military.”

ANDY HUANG

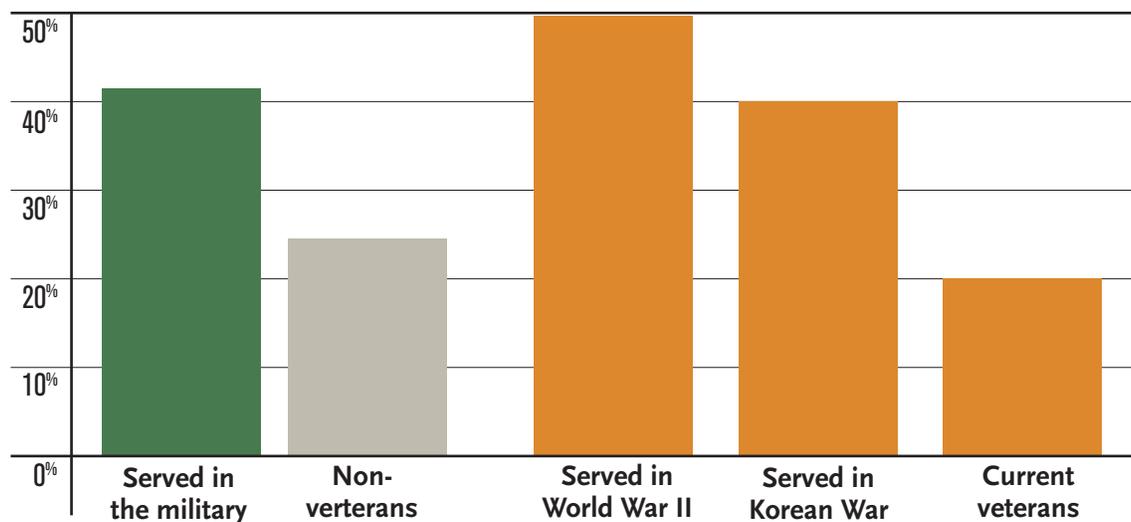
Senior Manager, Purpose and Inclusion  
PwC

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

Fiserv is the founding member and co-leader of the Coalition for Veteran Owned Businesses (CVOB), a national initiative to provide access to entrepreneurial education, small business solutions, and commerce and supplier opportunities. It also offers discounted rates on services for veteran owned-businesses to support their entrepreneurship. Similarly, USAA offers small business insurance to veteran entrepreneurs while strategically partnering with veteran-focused nonprofits. USAA has worked with Bunker Labs to create cohorts of veteran entrepreneurs in an effort to expand their networks, establish mentorship, and provide access to national experts on entrepreneurship. This partnership has helped veteran entrepreneurs raise \$612 million in capital, create over 5,900 jobs, and obtain \$1.5 billion in revenue.

Strategic partnerships and networking events are only the beginning when it comes to helping our nation's heroes. By creating mentorship and training programs, companies can help veterans in their community gain the skills and connections they need to start their own companies. These are critical to lowering the barrier to entry for veterans to succeed in entrepreneurship.

### Self-employment rates



Source: Boughton, L., Dyer, P., Haynie, J. M., Shaheen, G., & Tihic, M. (2021). Introduction to Business Ownership for Military Connected Entrepreneurs. Institute for Veterans and Military Families at Syracuse University. <https://ivmf.syracuse.edu/wp-content/uploads/2021/01/Arsenal-Introduction-to-Business-DIGITAL.pdf>

## IN THEIR OWN WORDS

## Members of the advisory board share why it is important for corporations to support the military community.

“

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.”

**MEG HENDRICKS**

VP, Head of Military and Veteran Affairs, Fiserv Inc

“

People in the military community are resourceful, resilient, and ready to take on new challenges. I know this because I see it in my husband and those who served with him. Veterans and military spouses have tremendous untapped potential; my hope is that companies will recognize their value and adopt inclusive strategies. Combining remote work with flexible policies that recognize unique deployment needs can create opportunities for the military community while bringing important perspectives to the places they work.”

**ALRIE McNIFF DANIELS**

Director, Communications  
and Stakeholder Engagement  
Point32Health Foundation

“

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.”

**JOHN KITCHENS**

Director, Corporate Citizenship  
CSX

“

Hiring military spouses is equally important as hiring veterans. As with veterans, military spouses bring a strong work ethic and diverse experience and skills to benefit employers today.”

**JOHN EDELMAN**

Managing Director, Global Engagement and  
Corporate Responsibility  
Edelman



Our military is an all-volunteer force. When your company invests in our nation's military and their families, you invest in the security and strength of our nation. Supporting military families who have volunteered to serve ensures that our nation's greatest asset is connected to and empowered by your corporate commitment to community-based priorities. Our country's military does more than protect against enemies abroad. They protect trade, data, and communication systems to ensure global markets remain accessible and safe. They also carry out peacemaking efforts and provide hope to our allies and neighbors in times of need. The families who support these missions do so proudly, but at a cost that most of their civilian peers do not have to bear. Your company can play a significant role in helping support the well-being and resilience of our nation's military families. On our USAA CR team, we are currently working on issues of critical importance to our nation's military community, like mental health and well-being, veteran suicide prevention, and economic mobility. We're finding innovative new ways of working internally and externally to address persistent societal problems. It's an exciting time, and I'm blessed to work for a brand that empowers action, boldness, and aspirational goals."

**JUSTIN SCHMITT**

AVP, Corporate Responsibility, USAA



Our military members and their families are part of our community and have made significant sacrifices to serve our nation. We value the unique skills, leadership, and teamwork they bring to our workplace. As a corporate citizen, it's important to create a welcoming environment and engage with other military organizations supporting the variety of needs our veterans and military families face."

**MANDY MONAHAN**

Director, Corporate Responsibility  
NORDAM



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 our military communities."

**BRANDI GOMEZ**

Senior Program Manager,  
Corporate Social Responsibility  
Navy Federal Credit Union



The military community has provided countless sacrifices on behalf of our country, and there is [a] wide depth and breadth of experiences that veterans, active-duty military personnel, and their families have. It is important for us to support the military community as their service and skillsets not only benefit corporations but society as a whole."

**ANDY HUANG**

Senior Manager, Purpose and Inclusion, PwC

# Recruiting and Retaining a Diverse Workforce

Members of the military community looking for employment include active, reserve and national guard, veterans, and military spouses. Misconceptions about skills, experiences, and the ability to commit to a location for the long term are often barriers to finding employment.

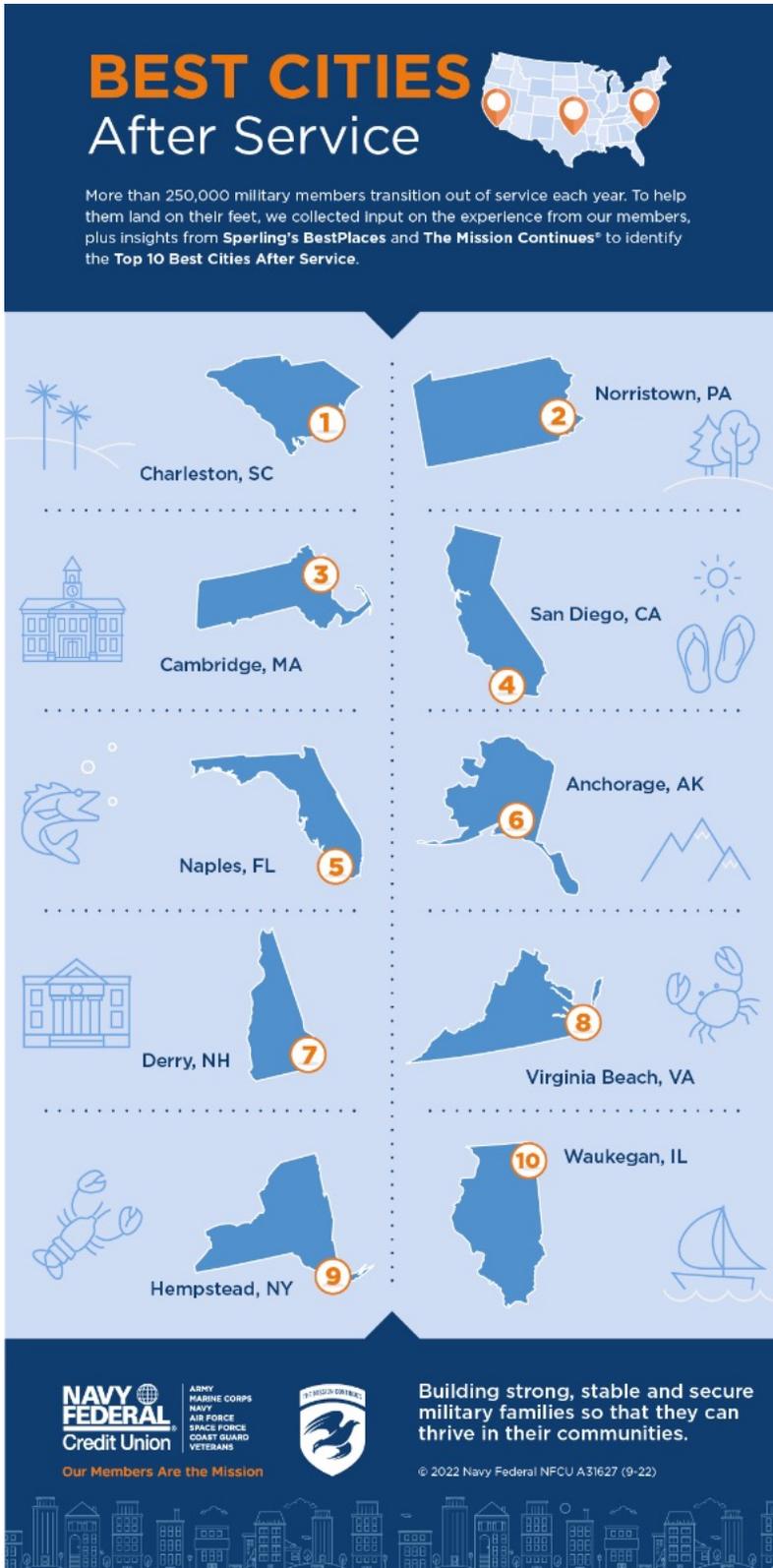
Companies that prioritize recruitment of this community have found that veterans bring leadership, teamwork, and global perspectives and are well-equipped with problem-solving and decision-making skills. Additionally, military spouses are more likely to stay in jobs longer to increase stability in their lives.<sup>1</sup>

CSX has shown a commitment to hiring military talent over the years. Currently, 1 in 5 employees at CSX are current or former members of the U.S. Armed Forces.<sup>2</sup>



Businesses with strong inclusion and diversity cultures have stronger financial performance, higher rates of recruitment and retention, and more robust innovation.

**Take the Course:**  
[Advancing Inclusion and Diversity Through Strategic Corporate Citizenship](#)



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.<sup>3</sup> These cities offer employment, support, and connections for individuals and families transitioning to civilian life. Navy Federal Credit Union has also researched and published a list of the Best Careers for Military Spouses.<sup>4</sup> Likewise, USAA provides a resource page on its website for military spouses, covering topics such as employment, education, family support, and more.<sup>5</sup>

Source: Navy Federal Credit Union. (2022). Best Cities After Service [Infographic]. NavyFederal.org. <https://www.navyfederal.org/content/dam/illustrations/infographics/best-cities-after-service-infographic.png>

# Where will you fit in?



You have experience we can depend on.



	Your Military Experience	Management Opportunities (NCOs & Officers)	Craft Opportunities
<b>Combat Arms &amp; Military Operations (Land, Air &amp; Sea)</b>	Armor, Artillery, Combat Engineer, Infantry, Military Police/Security Forces, Ordnance, Transportation, Propulsion Plant Operations	Management Training Program, Track Supervisor, Manager of Train Operations, Intermodal Manager	Freight Conductor, Track Worker, Signal Construction, Utility Worker, Intermodal Service Employee
<b>Mechanic/Machinist</b>	Pipefitting, Vehicle, Vessel & Aircraft Maintenance, Welding & Metal Work	Management Training Program, Mechanical Operations Manager	Locomotive Mechanic/Machinist, Carman, Roadway Mechanic, Utility Worker, Pier Mechanic/Machinist
<b>Electrician</b>	Electronics Technician, Electronics Troubleshooting & Maintenance, Weapons Systems Maintenance & Repair	Management Training Program, Manager of Signals, Mechanical Operations Manager	Locomotive Electrician, Roadway Electrician, Pier Technician, Signal Worker
<b>Transportation</b>	Air Traffic Controller, NCOs & Officers, Battalion/Squadron-level and higher operations, Radio Telecommunication Operator, Transportation	Management Training Program, Track Supervisor, Manager of Train Operations	Train Dispatcher, Yardmaster, Freight Conductor
<b>Communications</b>	Commo, Signal, Information Technology	Management Training Program, Manager of Signals, IT	Communication Maintenance, Signal Worker
<b>Law Enforcement</b>	Investigations, Military Police, Security Forces, Master-at-Arms	Police/Special Agent, Security	Freight Conductor, Track Worker, Signal Construction, Utility Worker
<b>Supply</b>	Inventory, Quartermaster, Warehousing, Logistics Specialists	Shipping/Receiving Coordinator, Management Training Program, Intermodal Manager	Clerk, Customer Service, Intermodal Service Representative
<b>Administration</b>	Finance, Human Resources, Customer Service	Human Resources, Accounting, Finance	Clerk, Customer Service, Intermodal Service Representative

We look forward to having you serve with us, helping deliver America's vital goods with ease.

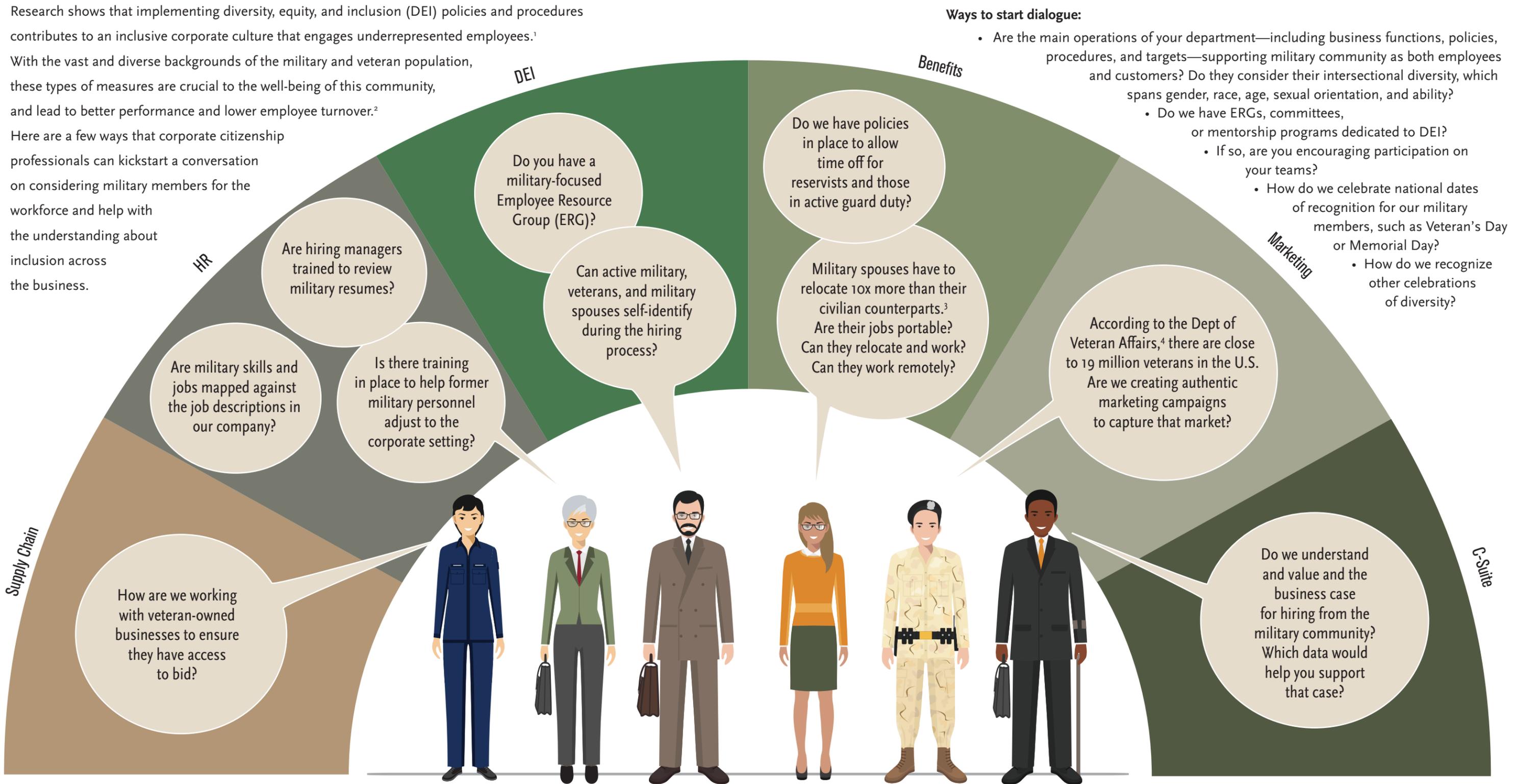
Source: CSX. Serving Together: Veteran Career Opportunities. <https://www.csx.com/share/wwwcsx15/assets/File/Working%20at%20CSX/csx-booklet-veteran-career-opportunities.pdf>

# Inclusion and diversity conversation starters focused on supporting the military community

Research shows that implementing diversity, equity, and inclusion (DEI) policies and procedures contributes to an inclusive corporate culture that engages underrepresented employees.<sup>1</sup>

With the vast and diverse backgrounds of the military and veteran population, these types of measures are crucial to the well-being of this community, and lead to better performance and lower employee turnover.<sup>2</sup>

Here are a few ways that corporate citizenship professionals can kickstart a conversation on considering military members for the workforce and help with the understanding about inclusion across the business.



# Resources

- Bunker Labs**  
**Mission:** Empower the veteran community to become leaders in entrepreneurship and innovation  
**Issue area:** Entrepreneurship  
<https://bunkerlabs.org/>
- Coalition for Veteran Owned Businesses**  
**Mission:** To provide opportunities and growth for veteran and military spouse-owned businesses  
**Issue area:** Entrepreneurship  
<https://ivmf.syracuse.edu/programs/entrepreneurship/resources/cvob>
- The Elizabeth Dole 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  
**Issue area:** Support for families and caregivers of wounded veterans  
<https://www.elizabethdolefoundation.org/>
- The Institute for Veterans and Military Families (IVMF) at Syracuse University**  
**Mission:** To empower service members, veterans, and their families through actionable research, innovative programs, and insightful analytics  
**Issue area:** Entrepreneurship, career training, community service  
<https://ivmf.syracuse.edu/about-ivmf/>
- National Veteran-Owned Business Association**  
**Mission:** To fill a void in charitable and educational programs in support of the military veteran's community by enabling corporate contracting opportunities for America's veterans and service-disabled veterans' business enterprises through education, advocacy, outreach, recognition, and certification  
**Issue area:** Human services  
<https://navoba.org/>
- Office of Veterans Business Development at the U.S. Small Business Administration (SBA)**  
**Mission:** To maximize the availability, applicability, and usability of small business programs for veterans, service-disabled veterans, reserve component members, and their dependents or survivors; OVBD is SBA's liaison with the veterans' business community, provides policy analysis and reporting, and is an ombudsman for veteran entrepreneurs  
**Issue area:** Entrepreneurship  
<https://www.sba.gov/about-sba/sba-locations/headquarters-offices/office-veterans-business-development>

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## Introduction

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

## Supporting Hidden Heroes

- 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-Employer-Toolkit.pdf>
- 3 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-Employer-Toolkit.pdf>
- 4 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-Employer-Toolkit.pdf>

## Advice for the field

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## Economic Opportunities for Veterans and Communities

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## Inclusion and diversity conversation starters focused on supporting the military community

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# 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

### **C**OLLABORATION

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.

### **C**HOICES

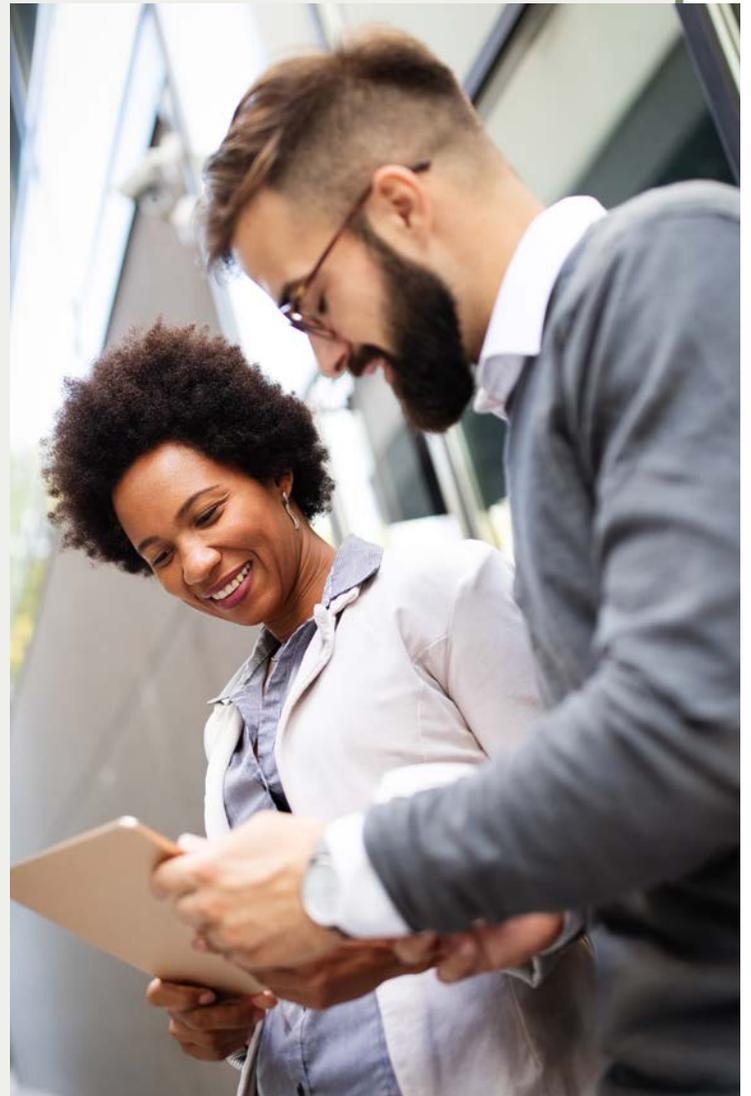
BCCCC offers a multitude of advisory boards that focus on several areas that may impact your company including ESG Reporting; Community Involvement; Diversity, Equity, and Inclusion; Health Equity; Sustainability; and Supporting Military Families.

### **C**REDIBILITY

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.

### **C**OMMUNICATION

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





BOSTON COLLEGE  
**CENTER FOR CORPORATE CITIZENSHIP**  
CARROLL SCHOOL OF MANAGEMENT

# KNOW MORE. DO MORE. ACHIEVE MORE.

Based in the **Carroll School of Management**, 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.

[ccc.bc.edu](http://ccc.bc.edu)

