Work-Life Lessons from Operation Iraqi Freedom

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Our Longest War

- Over 3 million deployments
- Over 2 million deployed
- Over 6,000 killed
- Over 45,000 serious physical injuries
- Over 300,000 psychological injuries
- A new generation of trauma-exposed FAMILIES
- 1 million leaving military service in the coming decade
Many experiences of the war reinforce key work-life lessons
Really difficult work can also be really rewarding
Deployment Challenges

- Characteristics of the deployment
  - Duration, danger, physical, workload

- Family issues
  - Missing them, worrying, cheating

- Communication
  - Access, content, media

- Uncertainty
  - Mentioned later

- Long-term consequences for members, spouses, children
Messages Matter
Diversity Matters
Readiness Matters
Resilience Matters
Findings: What Helps?

- **Personal strengths**
  - Positive attitude
  - Flexibility
  - Ability to compartmentalize
  - Experience with prior deployments

- **Family strengths**
  - Stability of family prior to deployment
  - A sense of shared commitment to the military in the family
  - Having a plan for handling family challenges
  - Experience with prior deployments

- **Commitment to military life**
  - Understanding that deployments are a means to an important end
  - Camaraderie with unit

- **Support**
  - Staff at home to help family with logistics and paperwork
  - Strong sense of community
  - Frequent contact with family
  - Predictability – of return date, communication access
Geographic Bias is Hard to Avoid
Stigma Can Undercut the Best-Intentioned Efforts
Assessment Can Be Powerful
Flexibility for one = Uncertainty for another
Negative Emotional Experiences Make Everything Else Harder
Social Support Matters
Things You Can Do

- Learn about the resources YOU can acquire
- Welcome veterans, especially wounded veterans
- Reach out to women veterans
- Don’t forget spouses of service members
- Support bosses
- Recruit and retain intentionally
- Address capacity issues for mental health resources in community networks and corporate health system
MFRI Initiatives

• Educating student veterans
• Mobilizing communities
• Transforming systems
  • Rural faith communities and food networks
  • Star Behavioral Health
• Educating employers
• Robust research
Resources You Can Use

The main Department of Defense website
• www.defenselink.mil

Enhanced EAP for military families
• www.militaryonesource.com

The National Military Family Association
• www.nmfa.org

The Military Family Research Institute
• www.cfs.purdue.edu/mfri

Information specifically focused on children
• http://www.militarystudent.dod.mil/
Thanks

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- To the military members, family members, and service providers who serve their country every day and shared their insights with us
Operation Impact/
Support for Veteran Families

Boston College Center for Work
and Family

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Operation Impact

Operation IMPACT (Injured Military Pursuing Assisted Career Transition) assists severely wounded service members as they transition from the military to a private-sector career.

Should a service member be unable to work due to the severity of his/her injuries, the same support will be extended to a member of his/her immediate family who may be seeking employment.
Operation Impact

• Built a strong relationship over the years with the DoD and the (VA) through outreach efforts with Operation IMPACT

• Attend career fairs focused on wounded warriors and Transition Assistance Program (TAP) and Army Career and Alumni Program (ACAP) events.

• Receive referrals from the veterans hospitals, vocational and employment rehabilitation counselors, employees, and non-profit organizations.

• Assess/customize each candidates’ needs for accommodations; partner with the Department of Labor’s Job Accommodations Network and the Department of Defense’s Computers/Electronics Accommodations Program (CAPTEC).

• Provide tailored support
  – Dedicated Operation IMPACT Recruiter
  – Dedicated Health Services organization to provide assessment of reasonable accommodations
  – Post hire support
"VERITAS" is an all inclusive Northrop Grumman employee resource group committed to recognizing and supporting active duty, Reserve, National Guard and veterans through community outreach and networking programs aligned with company and sector-wide business objectives.
VERITAS Goals

• Support the transition of military veteran new hires to the civilian business sector upon completion of their service

• Provide a supportive environment to Northrop Grumman employees who have family members deployed

• Provide a supportive environment to Northrop Grumman families when an employee Reservist or National Guard is called to active duty assignments

• Provide community outreach support to local Reserve and National Guard units preparing for or returning from deployment

• Recognize and honor those who currently serve, those who have formerly served and those who have made the ultimate sacrifice in service to our Nation
THE VALUE OF PERFORMANCE.

NORTHROP GRUMMAN
“Commitment to Veterans”

“Any nation that does not honor its heroes will not long endure.”

- Abraham Lincoln
A more robust military outreach program will enable UPS to benefit from the strong leadership, technical and problem-solving skills of the men and women who have served in the military, while at the same time providing an opportunity to act responsibly as a business, an employer and a corporate citizen.
“Commitment to Veterans” - Four Focus Areas

Employment – work with key veteran’s groups with direct connection to the DOD to increase the number of veterans we hire.

Engagement - increase the level of employee engagement with military and veteran activities through the Neighbor-to-Neighbor (N2N) program.

Recognition - increase the level of recognition of our employees that have served in the military or are currently serving.

Reputation – enhance our reputation as a “military friendly employer”.
Military Family Gets an Assist from UPS

Candice Hill and family get a much needed homecoming

Sometimes going home is the right thing to do. For Candice Hill, it was the ONLY thing to do.

At the beginning of this year, the former Finance Specialist in Nashville learned the news she has come to expect as the wife of an Army reservist. Her husband, Philip (a part-time supervisor in the Whites Creek Hub), received deployment orders for a year-long tour in Kuwait.

Candice and her two young children, Cherry, 9, and Canden, 1, would be alone in Nashville, a city where neither mother nor father has any family. This became even more daunting when little Canden underwent major surgery to repair an abnormality associated with his skull.

“Phillip was able to come home from Kuwait for two weeks because of the surgery,” says Candice. “But then he had to go back.”

Not only were Candice and the children alone, the couple’s families live in Jackson, MS – hundreds of miles away.