



LEADING PRACTICE

Leading Practice: Deployment Issues and Challenges

There are many programs and practices in place having a significant impact on the employment situation of veterans. The following are summarized recommendations and key findings, based on a broad review of private-sector initiatives, focused on deployment issues facing employers and veterans in the civilian workforce.

- An example of an integrated program was established by TriWest to address families during deployments. The program creates a community and raises awareness about deployments of Guard or Reserve members. A focus is placed on educating peer employees on deployment and its impact. Program components include deployment parties, a blue star flag on employee workspaces, informal invitations of deployed employees' family members to peers' homes for holidays, and more. In addition to creating awareness amongst employees, TriWest provides salary adjustments to meet financial needs and provide flexibility for deployed staff. Beyond benefits, communication of the company's engagement is an integral component of the program. For example, the CEO sends letters once a month to TriWest's deployed National Guard and Reserve members, and the letters include a telephone card so that they can stay connected with their loved ones.
- Other companies, such as Google, provide tools to veterans and their families which provide the ability to stay in communication, as well as encouragement and advice on how to effectively use those tools in circumstances unique to military members, veterans and family members.
- It is in the best interest of both the employer and the employee to design a specific corporate policy related to the deployment of employees. Consult the ESGR's "Employer Resource Guide" as a source of relevant information informing this policy.¹
- Develop training programs for managers related to relevant law governing the deployment of employees, and approaches to implementation consistent with both obligations and the company's strategic vision and communication of veterans' initiatives.





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- Communicate support for training programs by having the firm's leadership sign and display a Statement of Support for the Guard and Reserve.
- Leverage the firm's culture, resources, and capabilities to minimize the impact of a deployment on the employee's family. Examples include care packages, integration of family members at company events, recognition of deployed members and families in corporate communications, and other activities.
- Create a toolkit for the deployed member, the family member, employee peers, and managers that covers resources, policies, transitions, benefits, communications, and other resources to make deployments and reintegration easier to plan and implement.

Citations:

¹ Employer Support of the Guard and Reserve. (n.d.). Employer Resources Guide. Arlington, VA: Employer Support of the Guard and Reserve (ESGR). Retrieved from http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf.



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