



## CASE STUDY

### Leading Practices Models: Walmart – Scale of Effort

The Walmart Corporation has 1.5 million employees and as a consequence, has the scale to both hire a significant number of veterans and also leverage the firm's significant human and social capital resources to influence the "business case" for veterans in the workplace.

#### Approach and Innovation: Educating the Walmart Way

Walmart's current program is an enterprise-wide commitment to talent acquisition among the veteran population. A major focus of the effort is focused on educating the veterans and transitioning service members about Walmart, and concurrently educating Walmart employees about the military. The firm's CEO, Bill Simon, plays a key role in this effort. A veteran himself, Simon leverages his public platform to espouse the firm's commitment to supporting veterans in their workforce, a message undoubtedly meant for both prospective employees, and also Walmart's non-veteran workforce. For example, in a recent address Simon said "We love to hire veterans...veterans not only have a record of performance under pressure, but they are educated and technologically savvy; quick learners; and team players."

Walmart also supports its associates that have been called to active military duty, through its Military Family Promise. The program guarantees a job at a nearby store or club for all military personnel, and military spouses, employed at Walmart or Sam's Club, who move to a different part of the country because they or their spouse have been transferred by the U.S. military. In addition, those called to duty will continue to be paid any difference in their salary, if the associate is earning less money during their military assignment.

#### Challenges to Implementation and Generalizability:

- While Walmart has the potential and desire to hire many veterans, it has had difficulty locating veterans, and tracking existing veteran employees within the firm.



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- With thousands of hiring managers, it is a significant challenge to educate all on the benefits of hiring veterans.

### Recommendations

In addition to the issues of scale and locating veterans, Walmart's recommendations focus on education and family supports.

- **Staff and Leadership Education:** Walmart recommends companies actively educate their staff, particularly senior leaders and managers, on veteran hiring and issues veterans face. This will assist companies to develop more effective and customized employee assistance services for their veteran employees.
- **Family Supports:** Walmart recognizes the need to employ and retain military family members. They recommend recruiting family members of veteran employees, offering ample flexibility in the work environment for child care, veteran care, and other family needs resulting from military experiences and responsibilities.

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