

THE HEINZ ENDOWMENTS
HOWARD HEINZ ENDOWMENT • VIRA I. HEINZ ENDOWMENT



Pittsburgh Veteran Employer Coalition Quarterly Workshop #3

March 13, 2018

IN SERVICE TO THOSE WHO HAVE SERVED



Agenda

Welcome:

Megan Andros, Program Officer, The Heinz Endowments

Introductions:

Anthony Cosby, Director, Employer Outreach, IVMF

Employee Resource Group Primer:

Nick Armstrong, Senior Director for Research & Policy, IVMF

PVEC Employer Presentations:

Stacy Bayton, Sr. Vice President, CASY, and Anthony Cosby, Director, Employer Outreach, IVMF | Highmark Health, Accenture, BNY Mellon, & PNC Bank

Break

PVEC Quarterly Workshop #4 Preview:

Nick Armstrong, Senior Director for Research & Policy, IVMF

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SYRACUSE UNIVERSITY



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Welcome

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Introductions

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Employer Resource Group Primer

Nick Armstrong, Senior Director for Research & Policy, IVMF

Business and Employee Resource Groups

BUSINESS AND EMPLOYEE RESOURCE GROUPS

- **Primary focus:** build resources for both veteran and nonveteran employees.
- Several businesses reported seeing employee resource groups as a way to **encourage employee satisfaction and retention.**
- Perhaps one of the most notable goals of this committee is that the companies are **developing strategies that encourage positive employee relations**

INITIATIVES IMPLEMENTED

RESOURCES FOR VETERANS

- ✓ SharePoint for veterans, where veterans can access resources, such as the company's recruitment schedule, relevant articles, and employment help
- ✓ Private LinkedIn page for veteran employees

EMPLOYEE RESOURCE GROUPS

- ✓ Employee resource groups/networks at specific locations within the company
- ✓ Employee resource groups that are led by employees
- ✓ Set specific goals for employee resource group, such as work environment and connecting employees and community

COMPANY LEADERSHIP, BUY-IN, AND SUPPORT

- ✓ Dedicated leadership, budget, and technological infrastructure for veteran employee services and supports
- ✓ Leadership buy-in of need for veteran employee resources, such as employee resource group

LEADING PRACTICES IDENTIFIED

- ✓ Provide opportunities for veteran employees to participate in community service projects
- ✓ Offer online tools for veteran employees to locate available company resources
- ✓ Provide a secure forum for veteran employees to receive advice on transitioning into the workplace
- ✓ Offer recently hired veteran employees mentoring and coaching
- ✓ Offer employee resource groups that are employee-led, and can encourage veteran participation and engagement



Employer Spotlight: Resource Groups



MGM RESORTS INTERNATIONAL

INDUSTRY: Hospitality and Entertainment

WEBSITE: www.mgmresorts.com

WEBSITE FOR VETERANS: mgmresortscareers.com/careers/opportunities-for-veterans.aspx

OTHER COMPANY INFORMATION: mgmthink.com; @mgmresortsintl;
#MGMCares; mgmresorts.com/CSR

- In 2015, MGM Resorts hired more than 250 veterans. That same year, the company ramped up veteran recruitment efforts by developing a military hiring strategy and dedicating resources to fulfilling it. A team within the company's Talent Acquisition department continually recruits well-qualified military veteran and disabled job seekers. As a result of these efforts, the number of veterans hired at MGM Resorts in 2016 almost tripled.
- A leading practice identified was the **Boots to Business**, a company-wide recruitment program, drives veteran employment and retention at MGM Resorts' properties in Nevada, Mississippi, Michigan and Maryland. Through Boots to Business, company recruiters visit local military units, community events and career fairs to assist military veterans in finding meaningful work at MGM Resorts.



Employer Spotlight: Resource Groups



HEWLETT PACKARD ENTERPRISE

Group, Service Member Transition, Veteran Integration and Retention, and Other
Veteran Engagement Platforms

INDUSTRY: Information Technology

WEBSITE: www.hpe.com

WEBSITE FOR VETERANS: www8.hp.com/us/en/hpe/jobs/veterans.html

- Hewlett Packard Enterprise (HPE) is a community driven organization focused on team building, collaboration, strengthening employee relations, and fostering a culture of mentoring and coaching.
- HPE has implemented several initiatives such as:
 - Providing a talent acquisition system within their veteran onboarding program to help recently separated veterans learn more about compensation and performance management from experts in the field.
 - Partnering with Vet Advisor's 24/7 network to provide additional advising, including on career advancement, to their veteran employees.
 - Creating opportunities for veterans to continue serving their community after service through community service projects, such as Rebuilding Dallas



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PVEC Employer Presentations

Sharing Best Practices, Strategies, and Insight

Stacy Bayton, Sr. Vice President, CASY & Anthony Cosby, Director Employer Outreach, IVMF | Highmark Health, Accenture, BNY Mellon, & PNC Bank

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Highmark Health

Highmark Health Veteran/Military Strategy

Hiring Vets *for* Success



Highmark Health's Veteran's Initiative Timeline

Talent Strategy developed for Veterans and Military Personnel (Guard and Reserve) is established. *Partnering with VLP, (Veterans Leadership Program) and The United Way*

#1 Roll-Out of Veterans Business Resource Group (BRG): *V.E.T.S.- Voices of Employees that Have Served*. Deb Rice-Johnson, President of Highmark Inc., signs on as V.E.T.S BRG Executive Champion

Office of Diversity and Inclusion roll-out 'Veterans Tool Kit' providing education and 'best practices' on hiring, developing and retaining veterans and military talent.

November
2013

September
2014

March
2015

September
2016

May
2017

February
2018

Highmark Health convenes regional symposium to support Veterans and their families – participants from: *Universities and Colleges, Not-for-profit, Corporations, government and Veteran organizations*

In partnership with PNC Bank, Highmark Health presents educational workshop on hiring, developing and retaining veterans: Hiring managers attend – over 150 attendees

The creation and roll-out of the M.A.C. – Highmark Health's Military Advisory Council – Led by Deb Rice with support from Diversity and Inclusion and the V.E.T.S. Business Resource Group.

Executive sponsorship and collaboration is critical to the success of the Veteran/Military recruiting

Office of D&I and Human Resources:
Executive Sponsorship by Larry Kleinman – CHRO of Human Resources at Highmark Health

“V.E.T.S”
(Voices of Employees That Have Served)
Highmark Health Veterans Initiative - Internal Plan for BRG (Business Resource Group) Development

M.A.C – Military Advisory Council
Sponsorship by Deb Rice - President of Highmark Health

Education
The office of D&I in partnership with Talent Management develop educational tools: Veterans Toolkit and I-Disability for “Best Practices” managing veterans



2018 Veteran/Military Strategy Goals

1st QUARTER

M.A.C. develops first internal initiative in support of talent attraction: Project Management Plan for a specific area of the business.

I-Disability training rolls out to educate hiring managers on best practices in working with people with disabilities (PWD)

Talent Attraction (TA) develops year-long recruiting strategy.

2nd QUARTER

M.A.C. members along with BRG members support **Human Resources in 'Self-Id' strategy** in identifying veterans and people with disabilities (PWD).

D&I rolls-out Veteran's Tool Kit for educating hiring managers.



3rd QUARTER

V.E.T.S. BRG in conjunction with the M.A.C. **supports Talent Attraction** at various job fairs for recruiting veterans and military personnel.

M.A.C. leads a 2nd initiative for a talent recruitment within another area of the business.

M.A.C. supports a mentor/sponsorship strategy for internal employees who are veterans and members of the V.E.T.S BRG.

4th QUARTER

D&I – Diversity and Inclusion continues to track metrics for hiring and promotion of veterans and PWD.

M.A.C. council members along with V.E.T.S. BRG members present to the Highmark Health Board their **year end results and future strategies**

BRG Strategy / Stakeholders and Partners



M.A.C. Strategy / Project Manager Hiring Initiative

Stakeholders and Partners

Office of Diversity
and Inclusion /
Community Affairs



VETS Business
Resource Group

M.A.C.

Military Advisory Council
Over 20 executive members
including 12 C-level: Initiative
to hire PMP® trained Project
Managers for major division
within the organization



External - Veteran
Organizations/
Universities and
Schools/National
Guard and Reserve



Talent
Acquisition

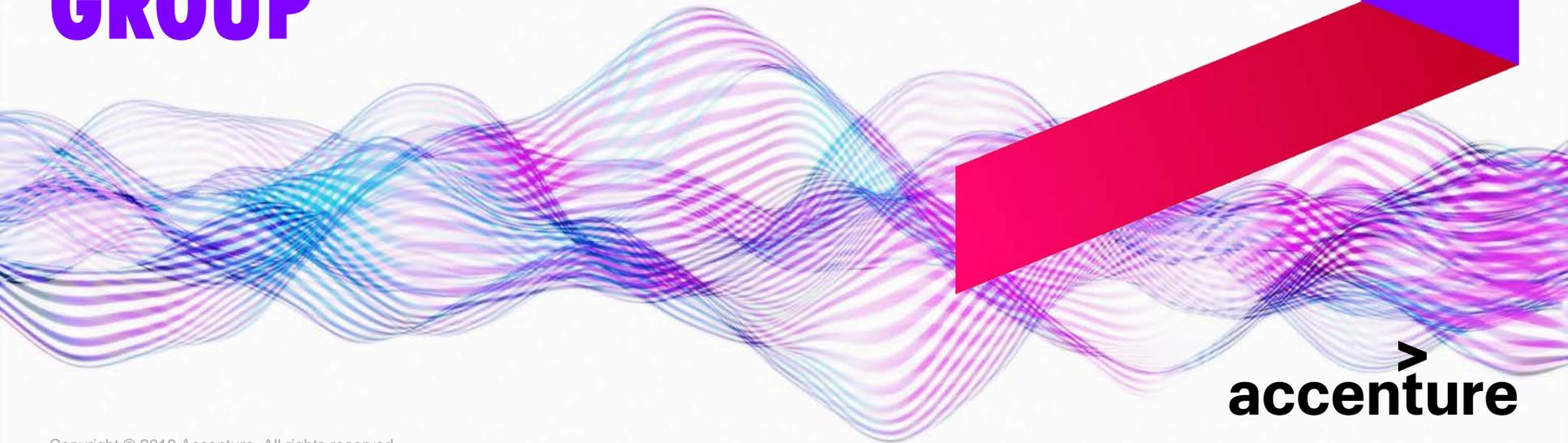
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Accenture

ACCENTURE
MILITARY
EMPLOYEE
RESOURCE
GROUP



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ACCENTURE WHAT WE DO

Accenture solves our clients' toughest challenges by providing unmatched services in strategy, consulting, digital, technology and operations. We partner with more than three-quarters of the Fortune Global 500, driving innovation to improve the way the world works and lives. With expertise across more than 40 industries and all business functions, we deliver transformational outcomes for a demanding new digital world.

accenture[>]strategy

accenture[>]consulting

accenture[>]digital

accenture[>]operations

accenture[>]technology

SUPPORTIVE INCLUSIVE

OUR VISION

Create a work environment that **recognizes and supports** the service and sacrifices our military members, veterans, and military spouses have made and continue to make



WE ARE GOVERNED BY OUR STRATEGIC I&D PILLARS

RECRUIT

We are committed to hiring 5,000 U.S. veterans and military spouses by 2020

DEVELOP

We connect veterans with mentors and provide opportunities to learn and grow

SUPPORT

We advocate for military and veteran needs and work with leaders to affect policy change

RETAIN

We build an inclusive culture where veterans thrive and can be themselves

**LOOK PAST THE MOS
AND DEGREE – SEE
OPPORTUNITY FOR
SUCCESS**

**“WE KNOW THE
LESSONS THAT
MILITARY MEN AND
WOMEN LEARN –
LEADERSHIP,
DISCIPLINE, AND
TEAMWORK.”**

- ELLYN SHOOK, CHIEF HUMAN RESOURCES OFFICER

RECRUIT AND DEVELOP BEST PEOPLE

**We are marching toward our goal of
5,000 veteran hires**

- Dedicated military recruiting team
- Specialized hiring programs
- Partnerships with local ERGs
- Degree requirement waivers
- Community connections (O2O)

**We do not stop at the front door
We develop our family**

- Military ERG membership
- Veteran Integration Program
- Professional development workshops
- Military Families Skills to Succeed
- Network of resource knowledge

POLICIES SUPPORT PEOPLE

We listen to our veterans and military families and advocate for their success

- Affected policy change to allow 26 weeks of standard military leave per year with income continuity provision
- Military Spouse ERG created
- Got Your Six Retention Program instituted to help military spouses keep employment during PCS or deployments



WE ARE MORE THAN VETERANS WE ARE CORPORATE CITIZENS

MISSION ORIENTED

SKILLED LEADERS

DIVERSITY CHAMPIONS

COMMUNITY PARTNERS

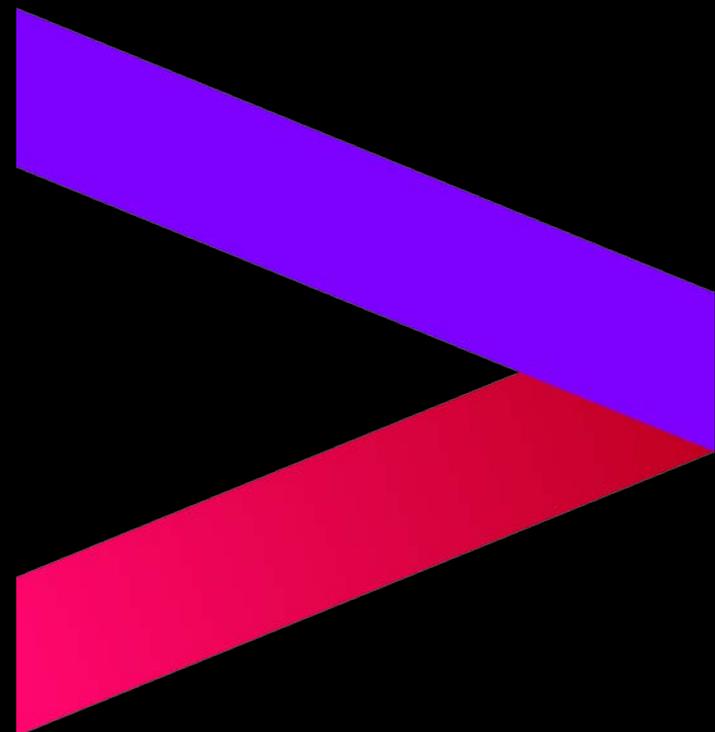






**VETERAN
PROUD**

**GIVING BACK TO THOSE WHO
HAVE GIVEN SO MUCH**



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BNY Mellon



VetNet: A BNY Mellon Employee Resource Group

Rob MacDonald, aka “Legal Thunder”

Day Job #1: Managing Counsel – Suspicious Activity Response Team

Day Job #2: Director of Global Outreach, VetNet Employee Resource Group

Pittsburgh VetNet: “By The Numbers”

1. Corporation provides funding to establish Veterans ERG
2. VetNet EC in NY makes an announcement & controls \$\$\$
3. Informational meeting & sign-ups occur in Pittsburgh & elsewhere
4. **VetNet fails in Pittsburgh (& elsewhere domestically)**
5. MacDonald gets asked to run the burnt-out husk of a failed ERG
6. Pittsburgh Leadership Team & Mission Statement established
7. Ongoing communications established
8. New Chairman of BNY Mellon of Pennsylvania comes to town
9. Re-launch event
10. Network and membership grows and builds: **SUCCESS!**



Mission Statement 2015: Pittsburgh VetNet

To build an established and recognized force for
Empowering, Recruiting, and Assisting military
servicemembers and veterans.



Empowering: Gathering Strength (internal)

Recruiting: Growing Strength (internal / external)

Assisting: Projecting Strength (external)





SENSE

This picture makes none

WWW.ICANHASFORCE.COM



2015 Pittsburgh Leadership Team (PLT) Organization:

Chapter Leader: Legal Thunder (LT)

Director, Internal Affairs: Tiffany “Tyetanium” Tye - **Empower**

Director, Mentoring and Fellowship: Eric Hodos - **Empower**

Director, Social Planning: Jennifer “Real Deal” Neill - **Empower**

Director, Recruiting: Tim Condello - **Recruit**

Director, Community Involvement: Cathy Tressler - **Assist**

Director, Outreach: Julia “SOY” Kysela - **Support**

Director, Communications: Ron “The Wizard” Sommer - **Support**

Northpointe Lead: Eric Hodos - **Support**



Internal Network

- 1. Our Members**
- 2. Top-Level Executives / Business Lines**
- 3. Diversity & Inclusion (our creators & approvers)**
- 4. Hiring Managers**
- 5. Community Partnership (Sponsorships & Volunteering)**
- 6. Corporate Communications**
- 7. Other ERGs**
- 8. Corporate Events Team**
- 9. Corporate Philanthropy**
- 10. Human Resources**



External Network

1. **Nonprofits (Armed Forces Ball)**
2. **Corporate Partners with veteran ERGs**
3. **Universities**
4. **Clients**
5. **Government agencies**
6. **Military units & liaisons**
7. **Keynote Speakers**



Significant Annual Programming

- **Executive Luncheons / Speaker Series**
- **Veterans Leadership Forum**
- **Campus-Wide Volunteer Drives**
- **Veterans Week Activities**
- **Flag Day 6K**
- **Memorial Day Allegheny Cemetery Tour**
- **Sponsorships (Community Partnership):**
 - **Armed Forces Ball & Steel City Salutes the Troops**
- **Mentoring & Sponsorships**



**INSTEAD OF SAYING
'SOMEONE'S LIFE WAS SAVED'**



**SHOULDN'T IT BE 'SOMEONE'S
DEATH WAS POSTPONED' ?**

quickmeme.com



What we do well as a **Pittsburgh** ERG:

- Efficiently create, plan, and mobilize for events
- Volunteer and assist the community
- Display passion and joy in a sometimes clinical environment
- Collaborate with other internal & external ERGs
- Combine veterans and non-veterans: *include everyone*
- Engage our key internal Pittsburgh execs
- Fearlessness / try new stuff
- Request & receive funding (incremental / test approach)
- Creative “blank check”



Where we're "challenged" as a **corporate** ERG

- No permanent party personnel
- Vocal top-level support (publicly or internally)
- Domestic chapters outside of Pittsburgh
- Engagement
- Corporate-level projects
- Corporate-level policy
- Corporate-level visibility & communications
- Corporate-level recruiting & hiring
- "Great things are going on in Pittsburgh"



Three Types of Companies:

1. Companies that only talk about helping veterans;
2. Companies that talk about helping veterans, *and without hesitation dedicate the resources necessary to ensure that they actually do;*
3. Companies that are somewhere in between.



WARNING:

CUTE KID PHOTO
AHEAD...





Retention / Engagement Issue?

MAY 2015 > FEB 2016 > FEB 2017 > FEB 2018

Chapter Membership:	7 >> 268 >> 314 >> 377
MySource Social Members:	61 >> 164 >> 180 >> 195
Sections:	0 >> 8 >> 3
VetNet Group Emails:	0 >> 34 >> 43 >> 18
Awards & Sponsorships:	0 >> 2 >> 2 >> 2*

2015: AUSA Corporate Warrior Leader Award

2016: AUSA Corporate Warrior Service Commendation

2017: ESGR Freedom Award

*Armed Forces Ball and Steel City Salutes the Troops

2018 Pittsburgh Leadership Team (PLT) Organization:

Chapter Leader

Director, Internal Affairs

Director, Community Involvement

Director, Recruiting



Mission Statement 2018: Pittsburgh VetNet

“Continuous Service Model”

“To engage and recognize all those who have served in the military and continue to serve our cities, our states, and our country; to provide a platform for all employees to serve our company, our clients, and our communities; and to promote a collegial, collaborative, and service-based approach to employment at BNY Mellon.”



September 2018: Pittsburgh Veterans Leadership Forum

*“From Country to Company:
Protecting Our Financial Freedom”*





BNY Mellon VetNet:

Pittsburgh Chapter President: Julia.Kysela@bnymellon.com

Director, Global Outreach: Rob.MacDonald@bnymellon.com



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PNC Bank

PNC/Guardian Angels Medical Service Dogs

Community Mutt Strut

"Together We Can Unleash the Power to Heal"



PNC

The PNC and Guardian Angels Partnership Journey

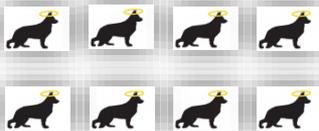
Becoming a Movement

22 Dogs Sponsored to Date

2016

- Community Mutt Strut born from small group of PNC employees responding to challenge to sponsor 1 dog

- First Community Mutt Strut held on October 1, 2016 in Pittsburgh
- Over 100 volunteers and 400 participants
- Funds raised for 8 dogs



2017

- 2nd Community Mutt Strut held on September 16, 2017 in Pittsburgh
- Over 150 volunteers and 600 participants
- Funds raised for 13 dogs

- PNC Father/Son Challenge benefits Guardian Angels for 1 service dog
 - 3,100 attendees
 - 40 Veterans hosted by PNC
 - National TV Spot on Guardian Angels

- PNC introduces Guardian Angels to a large local restaurant-dog sponsorship ensues with dog naming contest



2018

- 3rd Pittsburgh Community Mutt Strut Scheduled for September 15, 2018

- 1st Erie Community Mutt Strut scheduled for October 13, 2018

- PNC is title sponsor for Bark-B-Q, scheduled for March 3, 2018 in Naples, FL

Guardian Angels Medical Service Dogs

2018 Vetty Award Winner

About Guardian Angels

- Guardian Angels is a Florida Based 501©3 organization founded in 2010 by Carol Borden
- Since their inception, they have paired over 200 service dogs
 - Most of them with veterans suffering from PTSD or TBI.
 - Guardian Angels receives 100% of the net proceeds from the PNC Community Mutt Strut

Guardian Angels Mission Statement and Purpose

- Rescuing, raising and training the highest caliber medical service/assistance dogs
- Pairing highly trained dogs with individuals afflicted by disabilities, with a focus on veterans with combat wounds
- Building/restoring independence and improving quality of life; for both the recipient and the dog, while minimizing reliance on government, caregivers and families

The Application and Pairing Process

- Guardian Angels sources their dogs, which are mostly shepherds, from a combination of breeding (80%) and kill-shelter rescue (20%)
- Dogs take up to 2 years to be ready for pairing and are specifically trained for their recipient.
- Applicants go through a thorough screening process.
- While the cost to the veteran is \$0, they are required to demonstrate the physical, cognitive and financial ability to care for their service animal.
- Once approved, the recipient is placed on a waiting list.
- Recipients are paired with their dog at the Guardian Angels facility over a 10 day period.
- Once the veteran returns home, Guardian Angels remains as involved as needed to ensure a smooth transition.

The Community Mutt Strut Event Summary

Logistics

- **Event Time:** 10:00am-1:00 pm
- **Location:** Large Pittsburgh/Erie Park to accommodate participants, vendors/dog parade

Agenda

- Opening Comments
- Star Spangled Banner
- Dog Parade/Mutt Strut
- Walk for Awareness (~1/2 mile)
- Costume Contest

Event Activities

- Vendor Village
- Kids Activities
- Food/Food Trucks
- DJ/Emcee
- Veteran meet/greet



Problem Matched to a Solution Creates Awareness/Impact

The Power to Connect

The Problem	20-22 Suicides per day + 90% + Divorce Rate
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The Solution	200 Dogs Paired since 2010	
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The Impact	Veterans:	PNC:	Awareness:
	<ul style="list-style-type: none">• 0 Suicides• 0 Divorces• \$0 Cost to Veterans	<ul style="list-style-type: none">• PNC intranet articles reach 55,000+ employees• 250+ PNC volunteers• Employees traveled across state lines to volunteer	<ul style="list-style-type: none">• National TV spot for Guardian Angels at Father/Son Challenge• KDKA, Post Gazette coverage• 4,000+ participants at all events

PVEC Workshop #4 Preview – June 7th, EIC

Half-day Event Featuring A Moderated Panel of Veterans and Spouses to PVEC Employers Describing Their Struggles to Find Meaningful Employment and Fit Within the Private Sector Throughout Greater Pittsburgh | Unveil the Draft Employer Toolkit | Discuss Implementation
Lunch Provided

Nick Armstrong, Senior Director for Research & Policy, IVMF



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IVMFSyracuseU

Thank You

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IN SERVICE TO THOSE WHO HAVE SERVED

12 Month Activity Cadence with Quarterly Meet-Ups

Activity 4 – Quarterly Workshop #4 | June 7th 2018

At this half-day session, will be a moderated panel of veterans and spouses to PVEC employers describing their struggles to find meaningful employment and fit within the private sector throughout greater Pittsburgh, we will unveil the Draft PVEC employer toolkit, and discuss implementation. Lunch will be provided.

Activity 5 – Quarterly Workshop #5 | September 13th 2018

The fifth meeting will feature Dr. Mike Haynie, speaking with area university and college Presidents about the commitment required to see student veterans and their spouses thrive, post college and service, a PVEC career fair hiring event, and social segment.

Activity 6 – Coalition Azimuth Check – Sustainability | December 6th 2018

This meeting will focus on PVEC's future, the transfer of responsibility, and the way forward. Social hour will follow with refreshments provided.