



SERVe Employer Summit

Portland State University

October 6, 2017

**Leslie Hammer, Ph.D.
Principal Investigator**

SERVE Goal

Develop and test the effectiveness of a supervisory training intervention in the civilian workforce called VSST:

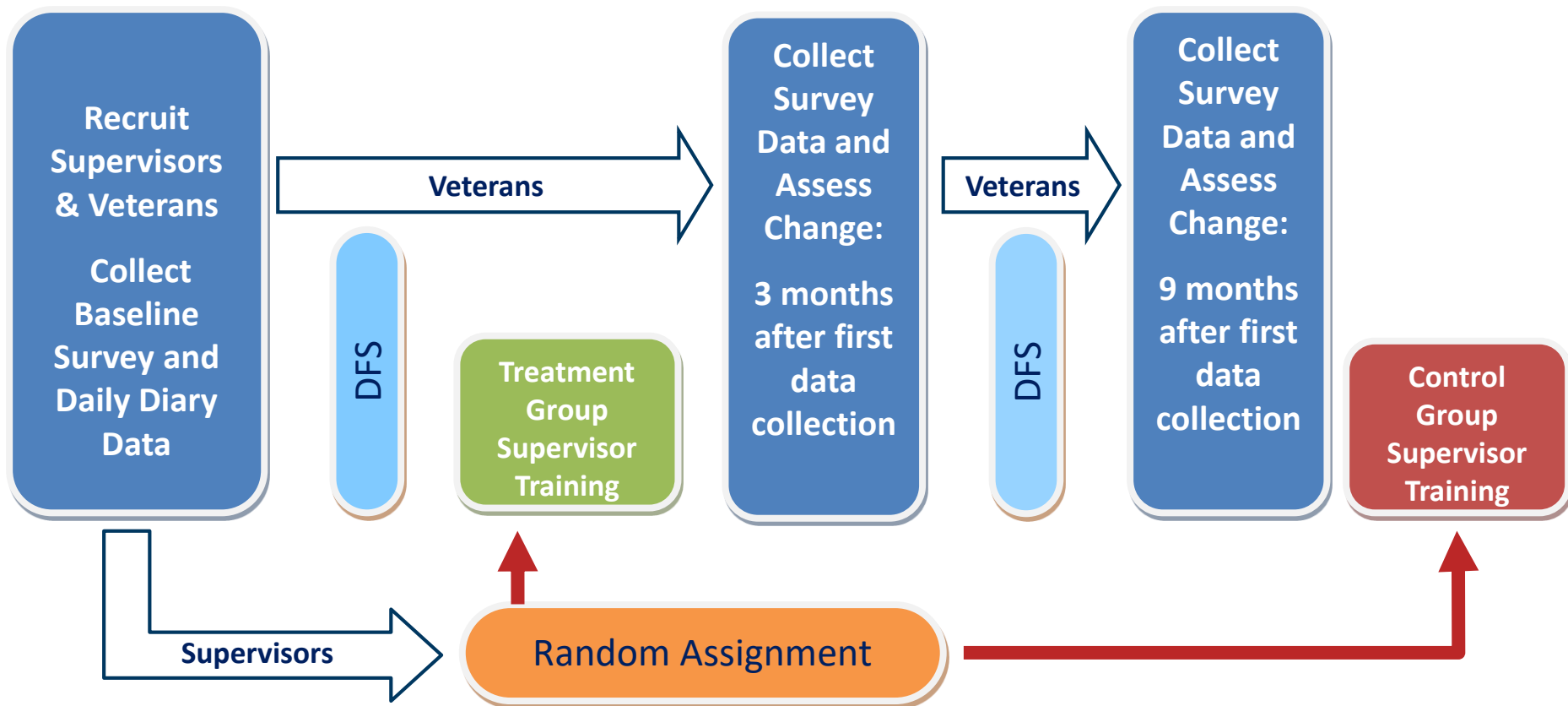
Veteran-Supportive Supervisor Training



Designed to increase
supervisor support for
returning veterans in the
civilian workforce

Study Design

Randomized Control Trial



Mission Accomplished



- # of participating Employers: 42
- # of Veterans surveyed: 509
- # of Spouses surveyed: 260
- # of Supervisors trained: 1346

Results: SERVe Employer Snapshot

42 employers participated,
representing about 75,000 employees

- **35** randomized

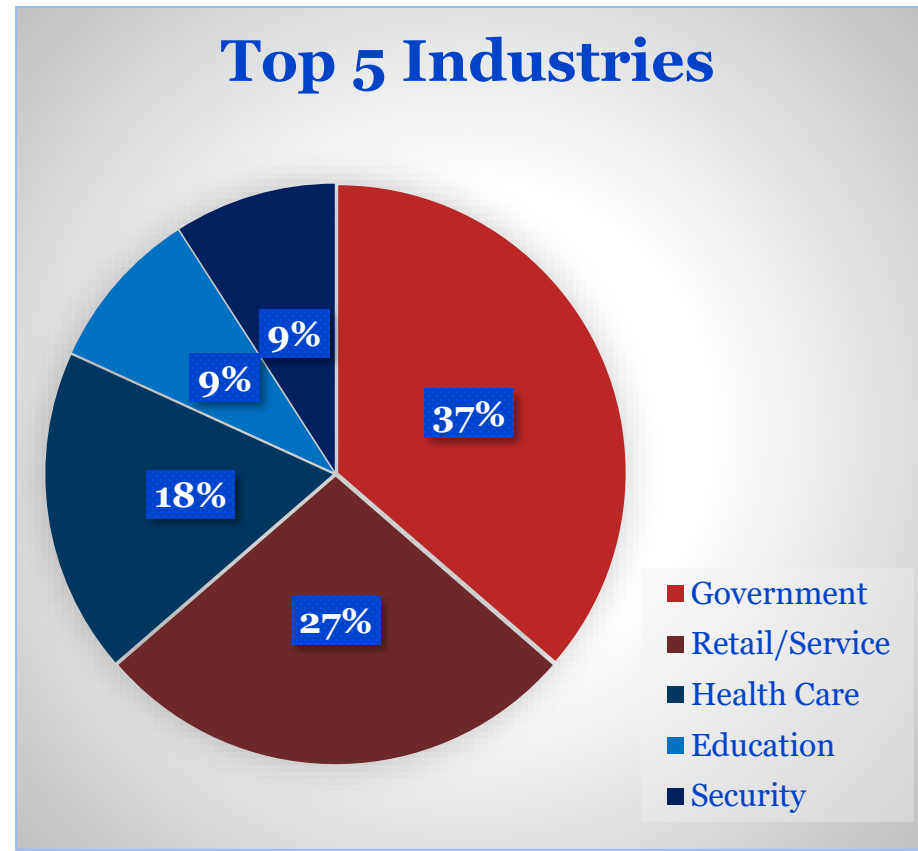
Mean size = 1775 employees

Median = 600

- **Range = 13 – 17,000**
- **About 30% unionized**

Public = 20 (47.6%)

Private = 22 (52.4%)



Participating Employers

- Bend Research
- Blue Sun Inc.
- Cintas
- City of Hillsboro
- City of Keizer
- City of Oregon City
- City of Salem
- Clackamas County
- Columbia Distributing
- Department of Administrative Services
- Department of Environmental Quality
- Dignity Memorial
- Eastern Oregon University
- Eid Passport, Inc.
- Hampton Lumber
- Haney Truck Line
- Hoffman Construction
- Hoffman Structures
- Intel
- Interpath Laboratory
- Kaady Car Wash
- Linn-Benton Community College
- Multnomah County
- Multnomah County Sheriff's office
- Oil Can Henry's
- Oregon Aero
- Oregon Department of Corrections
- Oregon Department of Human Services
- Oregon Department of Transportation
- Oregon Health Authority
- Oregon State Police
- Pioneer Wiping Cloth
- Portland Bureau of Transportation
- Portland State University
- Rip City Management / Trail Blazers
- Salem Health
- Samaritan Health Services
- Securitas
- Southwestern Oregon Community College
- Standard TV & Appliance
- United States Forest Service - Region 6

SURVEY RESPONSE RATES AND SAMPLE



Veteran Inclusion Criteria

- Served/Serving in U.S. military during the Post 9/11 era (December 31, 2001 - Present)
- Works at least 20 hours a week with participating employer



Survey Response Rates

	Baseline	3 Month	9 Month
Veteran	509	435 (85.5%) ^a	392 (77.0%) ^a
Spouse/Partner	260 ^b	212 (81.5%) ^a	201 (77.3%) ^a

^a Response rate from baseline

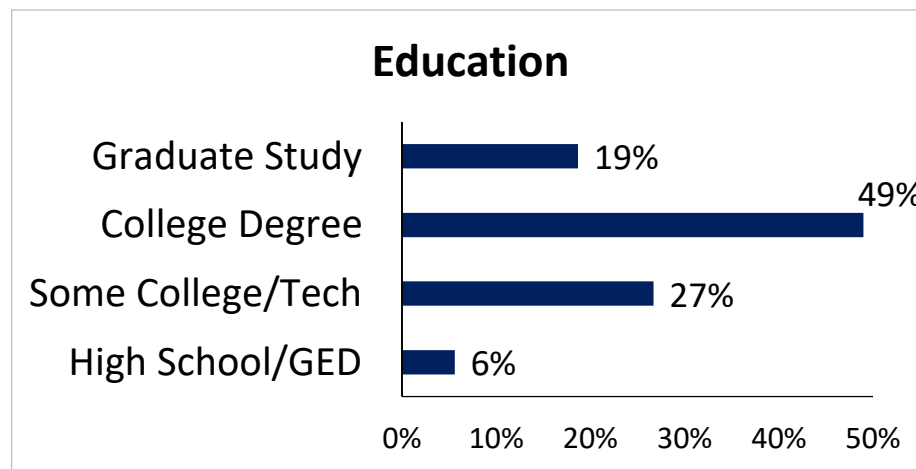
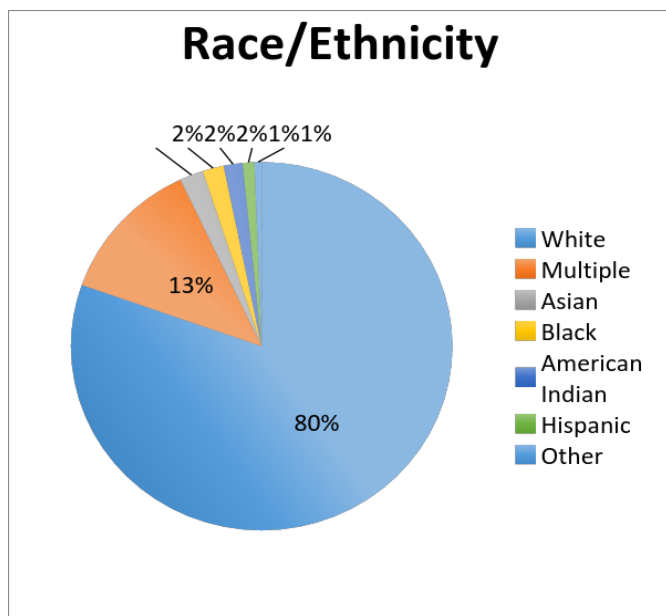
^b Number of spouse/partners matched to a participating veteran

Veteran Sample Demographics

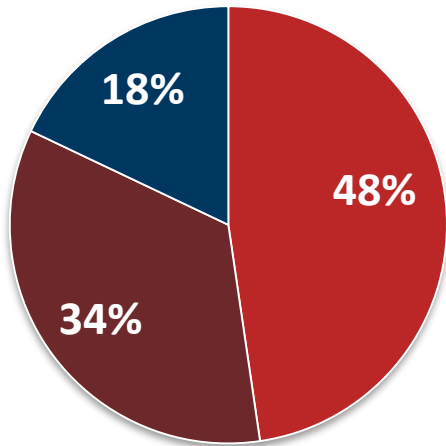
(N = 509)

- Average **Age** = 39 years
 - SD = 9; Range = 21-68

- **Gender**
 - 83.7% male
 - 16.3% female



Military Status



- Separated Active Duty
- Separated NG/R
- Active NG/R

*Among those separated, separated for an average of 6.2 years ($SD = 3.5$)



All branches represented

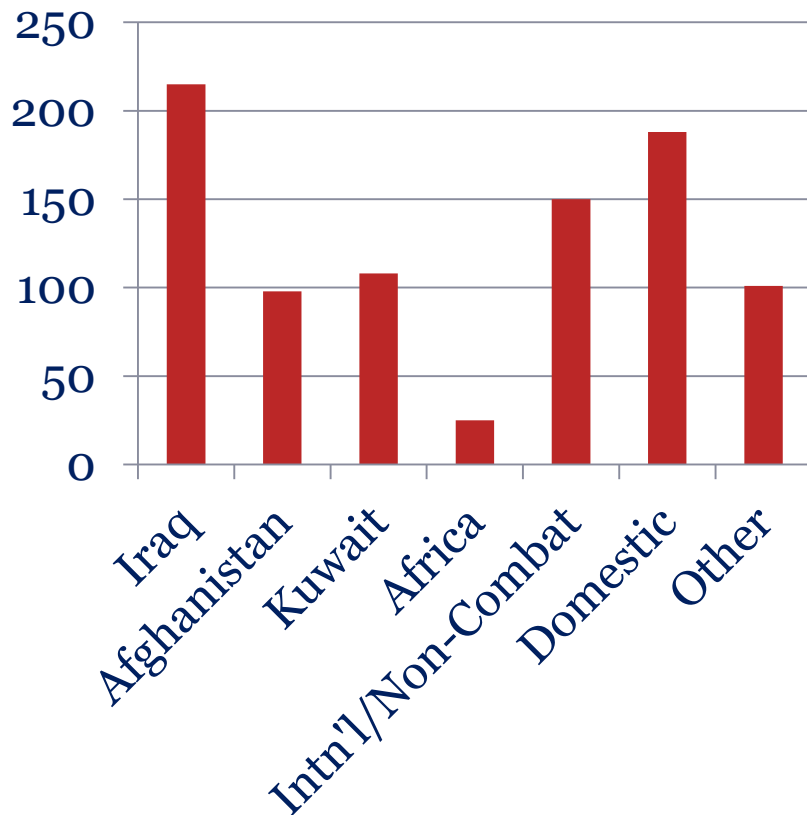
- Army National Guard – 21.6%
- Navy – 17.3%
- Army – 12.2%
- Army Reserves – 9.2%
- Marines – 8.8%
- Air Force – 7.5%
- Air National Guard – 7.5%

Almost 75% of the sample held a leadership position in the military

88% had one or more deployments

31% of sample had 4 or more deployments

Locations



- 12 months most common length
- Average of 17 months total ($SD = 8$)
- Time since returned from last deployment: 8 years ($SD = 4$)

Veteran Work Characteristics

- 61% worked for a public organization
- Work tenure = 5.7 years ($SD = 6.0$)
- Hours worked per week = 47 ($SD = 17$)
- Top Primary Occupations:
 - Government – 39%
 - Education/Health – 14%
 - Professional/Business – 12%
 - Manufacturing – 13%
 - Information Technology – 7%



78% felt supported by their **supervisors** in general

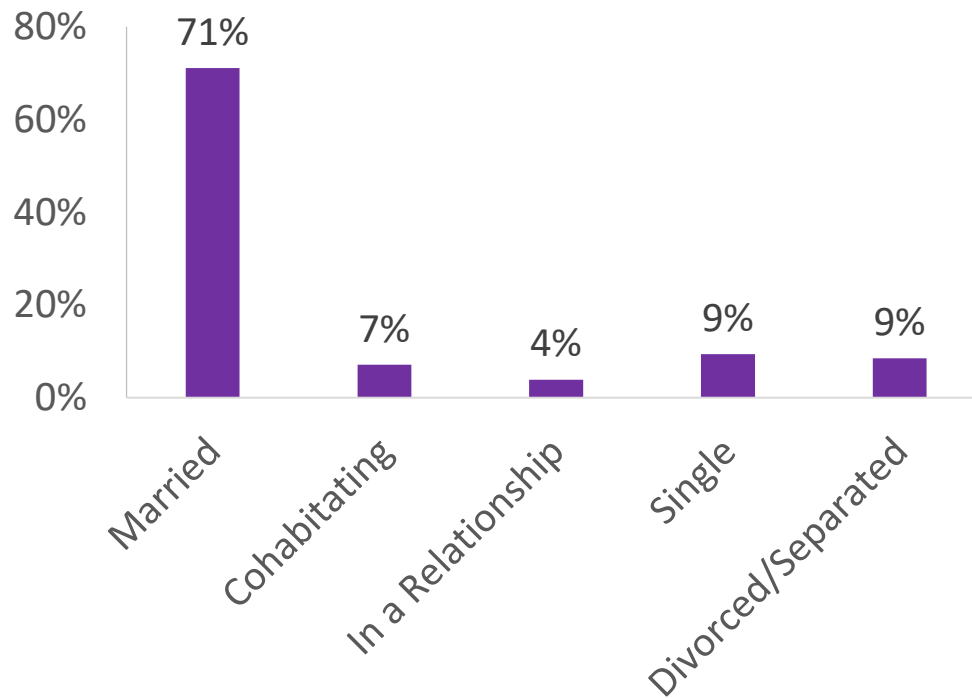


78% felt supported by their **coworkers** in general

56% felt supported by their **supervisors** in work and military-related matters

Veteran Family Demographics

Marital Status

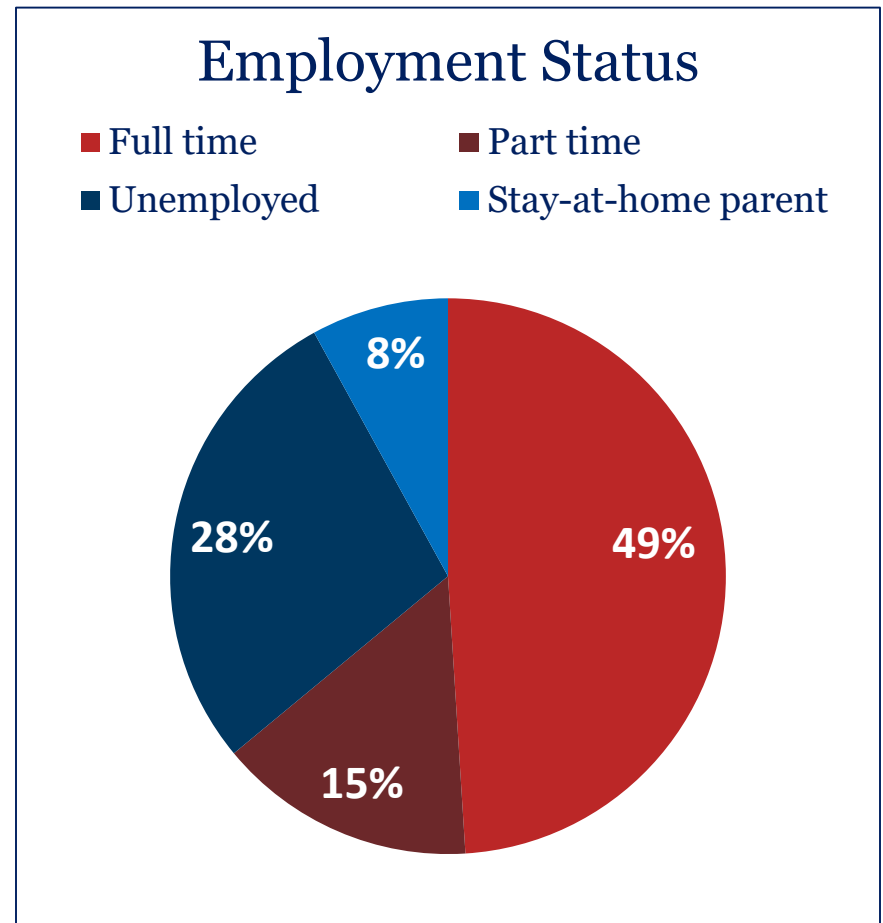


7 out of 10 veterans
have children
(6 out of 10 have
children living at home)

Spouse/Partner Snapshot

(N = 260)

- Demographics
 - Average age: 37 years (*SD* = 9)
 - 87.4% female
 - All other demographics very similar to veteran partners
- Top 3 Occupations:
 - 38% Health Care/Education
 - 23% Professional/Business
 - 15% Government
- Spouse is also a veteran: 14%



Supervisor Training: Overview and Effectiveness



Veteran Supportive Supervisory Training Refresher

3 Primary Content Areas

1: Creating a Culture of Support

Provides **background information** about the military, **positive military values, unique needs** and possible barriers to success faced by service members reintegrating into the workplace.

2: Family & Veteran Support

How the work and non-work realms of life interact when military service is layered on top.

3: Performance Support

Fundamental managerial practices including the importance of providing **clear resources** and a roadmap on how to use them, **feedback and coaching**, as well as veteran-specific performance support.

Veteran Supportive Supervisor Training

1. Computer-Based Training
 - ~ 1 hour
 - Self-paced & Interactive
2. Behavior Tracking
 - Goal setting and daily recording of supportive behaviors
 - 2-5 minutes/day for two weeks
3. 'Above and Beyond' Activities
 - Optional content on specific topics:
 - Military leave
 - Military communication
 - Skills translator

of supervisors
invited = 3648

of supervisors
trained = 1346

37% response
rate

Evaluating the Training: Kirkpatrick's 4 level approach



Level 1
Reaction

Level 2
Learning

Level 3
Behavior

Level 4
Results

Level 1: Reaction

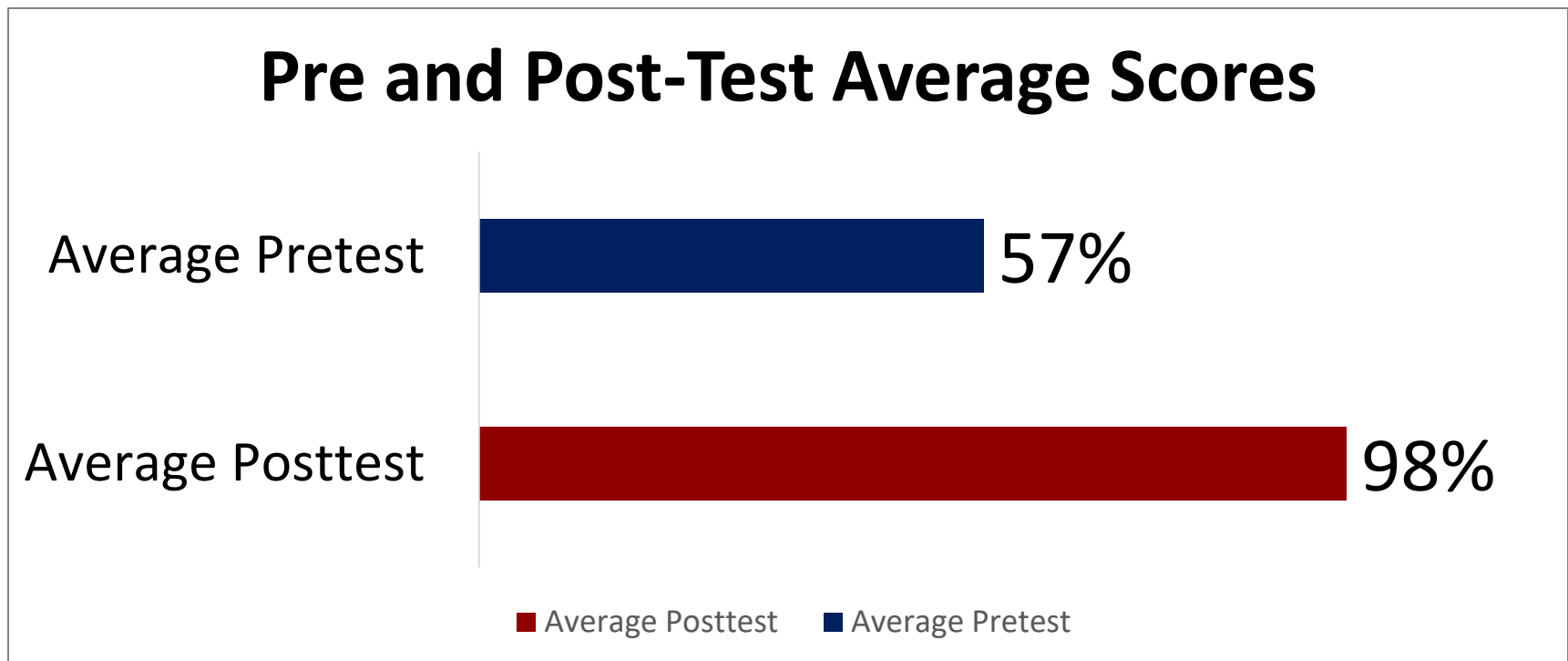
Supervisor Ratings of Training

- 81% - ‘Excellent’ or ‘Good’
- 95% - **useful** for their work
- 91% - would recommend

“I found not only a lot of value in the information about veterans, but found that info also applies frequently to other employees and can improve support in both areas.”

“Very helpful and relevant information for understanding the value that veterans and reserve/guard members bring to the workplace.”

Level 2: Learning



Effect size for amount learned: Cohen's $d = 3.31$

Level 3: Behavior

Proportion of Behaviors Logged by Type



Level 4: Results - Veterans

Compared health and work outcomes at 9-month follow up

Service members in
training group

vs.

Service members in
control group

The training was effective for service members who had **greater support** from supervisors and coworkers at baseline.

Better work
performance

Lower turnover
intentions

Better
health

Less functional
impairment

Level 4: Results - Supervisors

- Supervisors completing training reported:
 - More favorable views of Veteran employees at 9-months
 - Being more supportive of their own employees*



*Supervisors with no prior military experience only

Questions and Discussion

