

MILITARY CORPORATE COMMITMENT



BUILDING PROGRAMS WITH
MOMENTUM AND PURPOSE

CREATED BY KAYLA LOPEZ



 **MILITARY FRIENDLY[®]**
RESOURCE



BEST PRACTICES

One of the most important aspects of a successful Military Employment Program is a clear and genuine commitment and support statement by your organization. This commitment should specify overall goals for your program and incorporate your organization's vision, values and corporate beliefs into this statement. It's important to make sure that this message is clearly communicated both internally and externally. Both the commitment and goals should be reported as part of the annual sustainability report, your corporate social action summary, and your impact statement.

It's common practice to update your stakeholders on your achievements and success markers using all available public relations mediums throughout the year. Press releasing this commitment publicly and internally will increase the viability, traction, and support from your own internal engine.

Additionally, corporate veteran and spouse employment should be tied to the larger corporate strategic plan and the corporate leadership should discuss how increased veteran and military spouse employment will help the corporation achieve its strategic objectives and contribute to your overall key performance indicators .

Keep it authentic and true to your brand.

Finally, a clear and unambiguous corporate commitment that relates to the military community and your internal engine will ensure that the program is appropriately resourced and managed. A well resourced program will increase the likelihood of success. Press releasing this commitment publicly and internally will increase the viability and traction of support from all stakeholders.

Be thoughtful and think thoroughly when creating your commitment. Tap on the shoulders of your peers, executive team, and workforce community. Gain insight from the ranks within your workforce. What drives them and why do they choose to work for your organization? Look for complimentary values, mission statements or beliefs that your organization shares with the community, how do these things impact your organization's goals?

A major lesson learned from industry research shows clearly that starting a veteran and military spouse employment program without a clear commitment could pose a risk to your organization's brand reputation and can have a negative impact on your program's effectiveness. Companies that claim to be socially conscious in Military engagement but do not follow through in these efforts by providing support and resources for hiring, training, and retention initiatives rapidly gain a reputation in the military community as a place to be avoided.

Word of mouth is an extremely powerful force in the veteran and military spouse community and once a negative perception is established, the reputation of a corporation as not being welcoming to the military is extremely difficult to overcome. This can place the corporation at a competitive disadvantage in the war for military talent as well as pose major difficulties in program momentum. For these reasons, your company should not begin building a world class veteran and military spouse employment program unless there is a clear and long term commitment at the highest levels of the organization. With that said it is vital to ensure that appropriate resourcing to support this goal is accessible and available.

MAJOR LESSON LEARNED



FIVE COMPONENTS OF A COMMITMENT STATEMENT

**Studies Defining and Creating Employee Commitment:
A review of current research**

*According to Dilys Robinson
Senior Research Fellow
Institute for Employment*

Research observed, when defining and creating employee commitment statements an organization should consider some of the defined categories in this ever evolving topic. “ It has been identified as a multi-dimensional concept which has important impacts on an organization through its effects on employee performance, turnover and absence, and via its influence on customer attitudes to the bottom line. Commitment can be divided into five components, each of which are created by different factors. These are defined as follows:

AFFILIATIVE

THE COMPATIBILITY OF THE EMPLOYEE'S AND THE ORGANIZATION'S INTERESTS AND VALUES.

ASSOCIATIVE

THE EMPLOYEE'S PERCEPTION OF BELONGING TO THE ORGANIZATION.

MORAL

THE SENSE OF MUTUAL OBLIGATION BETWEEN THE EMPLOYEE AND THE ORGANIZATION.

AFFECTIVE

THE FEELING OF JOB SATISFACTION EXPERIENCED BY THE EMPLOYEE.

STRUCTURAL

THE BELIEF THAT THE EMPLOYEE IS ENGAGED IN A FAIR ECONOMIC EXCHANGE.

Affective commitment is the form that has the most potential benefit for an organization, as it directly influences how employees perform their jobs. This form of commitment is increasingly referred to as 'engagement' among HR professionals and is the form most usually measured by organizations. Taking positive steps to create commitment is a vital component of business success. They recognize that it can take various forms and are able to concentrate on the ones that are relevant to them. Commitment is a two way process which the organization itself has to initiate. This is done by creating a clear employer brand and identity so that the right people are recruited. Then it needs to ensure that the values of its brand image are delivered, by treating employees fairly and maintaining trust.

Commitment has more positive outcomes in terms of employee performance. Job satisfaction can be promoted by making work as enjoyable, providing growth and development opportunities and making provisions to assist in balancing work and personal lives. Once established, commitment has to be maintained by ensuring there are clear roles and responsibilities, and an understanding of what is required of them in their jobs.

Good communication and openness throughout the organization is vital, especially in times of change. The role of leaders should be recognized and positively supported, as it is a vital component in the creation and maintenance of employee commitment