

TOP



**MILITARY-FRIENDLY
EMPLOYERS**

2005

They operate runways and railways. They're masters of IT and IPO. They power the market . . . and market power. They're the G.I. Jobs Top 25 Military-Friendly Employers, and in their diversity, they share at least one strength. When it comes to military recruiting and hiring, they excel. Following are brief summaries of the leaders:

Military Recruiting Heats Up among the TOP 25

by Evan Pattak

Companies begin to recognize the value of military-shaped talent.

If there's one trend that's evident among the 2005 Top 25 Military-Friendly Employers, it's intensifying competition in recruiting. As a result, most military-friendly companies are devoting more resources and creativity to the task.

Why the demand? Transitioning military often require little on-the-job training. They bring discipline, relevant skills and a work ethic that most corporations covet. Plus, they represent a renewable resource, if you can develop the right programs to attract them. Veterans, in a phrase, are a hot property. Says David Sierra, manager-military relations for BellSouth Corporation, which jumped 11 spots to No. 8, the biggest move among this year's Top 25:

"As a rule, we find most veterans to be well disciplined, highly trained and strongly

motivated employees who possess a wide range of technical and professional skills, said Sierra." "They are goal- and task-oriented, and many speak more than one language. They tend to be more mature and responsible. They're quick learners, remain flexible with location and work hours, handle stress with ease and make an immediate impact on the work environment. They are confident, self-reliant, resourceful and accustomed to working in environments that depend on high levels of teamwork to succeed. Overall, they are a great asset to the company."

That's an impressive inventory of assets, but the secret is out.

"A lot of folks are figuring out what we have figured out - that veterans really can be an asset to your organization," says Bill Behrendt, assistant vice president, human

1 Union Pacific Corporation

Omaha, NE. Union Pacific is one of America's leading transportation companies. Its principle operating unit, Union Pacific Railroad, is the largest railroad in North America, covering 32,832 miles across 23 states.

2 Johnson Controls, Inc.

Milwaukee, WI. Johnson Controls is a global market leader in automotive systems and facilities management and control. Revenue for fiscal 2004 totaled \$25.4 billion - the 58th consecutive year of sales increases for the company.

3 General Electric Company

Fairfield, CT. GE is a diversified technology and services company with operations that include aircraft engine manufacturing, power generation, financial services, medical imaging and television programming. GE operates in more than 100 countries with more than 300,000 employees. GE ranks first in Fortune's 2005 list of "Global Most Admired Companies."

4 The Home Depot, Inc.

Atlanta, GA. The Home Depot is the world's largest home improvement retailer and second largest retailer in the U.S. Its subsidiaries specialize in such home improvement niches as flooring, lighting, interior decor and landscape supply.

5 United Services Automobile Association

San Antonio, TX. USAA is a diversified financial services company known for financial strength, outstanding service and competitive products. Founded in 1922 to serve members of the military and their families, USAA provides its 5 million members with financial planning, insurance, investments and banking. USAA maintains offices throughout the United States and Europe.



Bill Behrendt, (fourth person from left) stands with his award winning Union Pacific recruiting team.

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Sprint Nextel Corp.

Reston, VA. Sprint Nextel offers a comprehensive range of wireless and wire line communications services to consumer, business and government customers. The company is well-known for its development and deployment of two robust wireless networks offering data services, instant national and international walkie-talkie capabilities and a global Tier 1 Internet backbone.

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Lockheed Martin Corp.

Bethesda, MD. Lockheed Martin employs about 130,000 people worldwide and is engaged principally in the research, design, development, manufacture and integration of advanced technology systems, products and services. The corporation reported 2004 sales of \$35.5 billion.

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BellSouth Corporation

Atlanta, GA. BellSouth serves 6.8 million long-distance customers and more than 2.4 million DSL subscribers. The company employs approximately 62,500 people and generated roughly \$28 billion in 2004 revenue. BellSouth has joint control and 40 percent ownership of Cingular Wireless, the nation's largest wireless voice and data provider with 51.6 million customers.

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American Electric Power

Columbus, OH. AEP is the largest electricity generator in the U.S., owning and operating more than 36,000 megawatts of generating capacity in the U.S. It's also among the largest electric utilities domestically, with nearly 5 million customers linked to its 11-state transmission and distribution grid. Its service territory covers 197,500 square miles.

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Coca-Cola Enterprises, Inc.

Atlanta, GA. Coca-Cola Enterprises is the world's largest marketer, producer and distributor of the products of the Coca-Cola Company, accounting for 2 billion cases annually. That represents about 21 percent of Coca-Cola's worldwide volume. The company employs approximately 74,000 people who operate 431 facilities, 54,000 vehicles and 2.4 million vending machines, beverage dispensers and coolers.

resources, for Union Pacific Corporation, this year's No. 1 Military-Friendly Employer. "For example, we find more companies attending job fairs. It's a lot tougher now, but that's the real world. We need to raise our level of activity and raise our visibility at bases."

Agrees Stacey Battisti, manager of recruiting, North American Consumer Products/Bleached Pulp & Paper, for Georgia-Pacific Corporation (No. 12):

"There is a war for talent. I don't know if you attribute it to a greater number of companies recruiting veterans or just the realization of the talent that can be tapped into. But the word is out now, and that's growing the competition as well."

The heightened attention is great for veterans, bringing them more opportunities than ever, but it's not without benefits for their corporate suitors. At the very least, they get an opportunity to diversify their employment base.

"More companies are establishing programs with the purpose of recruiting from this segment of the population - no doubt due to all they have to offer," BellSouth's



Bill Behrendt, assistant vice president, human resources, for Union Pacific Corporation

that the roughly \$100,000 her company spends annually on military recruiting raises the firm's profile.

"In the past," Zizzo says, "people at a job fair might ask us, 'Who are you? What do you do?' The field is more competitive now,

About the Rankings

Our rankings of the "Top 25 Most Military-Friendly Employers" are based on company responses to surveys: on policies for reserves/guard called to active duty and a *G.I. Jobs* survey that covers similar material but also explores recruiting and hiring initiatives as well as any special programs - including community involvement.

Responses are evaluated and compiled according to these weightings:

Assets dedicated to military hiring.....40%

Reserve/guard policies.....25%

Percentage of new hires who were veterans.....20%
(last two years)

Internal military and veteran recruiting/training/promotional programs plus veteran community involvement and outreach.....15%

Sierra says. "Our strategy is simple: We offer a working environment that is diverse - reflecting the diversity of the communities we serve - where people respect each other and work together as one team striving for excellence in everything that we do."

Jan L. Zizzo, senior recruiter for Johnson Controls, Inc., which advanced from No. 5 last year to No. 2 in this year's Top 25, notes

but I'm finding that as we continue to participate, we're getting more of a pool of candidates who understand who we are."

To stay ahead of the mounting competition, companies are strengthening their programs in a variety of ways. Few have been more successful or comprehensive than Union Pacific, which designated a full-time military recruiter and supported that posi-

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BRINKS

Brink's U.S.

Richmond, VA. This unit of Brink's Inc., itself part of The Brink's Company group, is prominent for providing armored truck services. But it's also active in cash logistics, including cash counting and vaulting; in-store cash management, and ATM deposit collections, maintenance and replenishment. Internationally, the parent company specializes in transport of such precious cargo as diamonds, jewelry and securities.

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GP
Georgia-Pacific

Georgia-Pacific Corporation

Atlanta, GA. Georgia Pacific founded in 1927 in an Augusta lumber yard, today is one of the world's leading manufacturers and distributors of tissue, pulp, paper, packaging and building products and chemicals. Its well-known brands range from Quilted Northern to NITAMIN[®] fertilizer.

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EDS

Electronic Data Systems

Plano, TX. EDS provides a broad variety of business and technology solutions to a global roster of clients. Its core portfolio includes information-technology, applications and business process services as well as IT transformation services. Its A.T. Kearney subsidiary is a prominent management consultant.

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MANPOWER

ManPower Inc.

Milwaukee, WI. Manpower is a world leader in employment services. Manpower specializes in permanent, temporary and contract recruitment; employee assessment; training; career transition; organizational consulting and professional financial services. Its worldwide network of 4,300 offices in 72 countries and territories serves 400,000 customers annually.

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ExxonMobil

Exxon Mobil

Irving, TX. ExxonMobil is an industry leader in almost every aspect of the energy and petrochemical business. ExxonMobil operates in almost 200 countries and territories. It was formed by the combination of two high-powered companies, Exxon and Mobil.

tion with four other recruiters who spend up to 50 percent of their time working with transitioning military. The company allocates 12 percent of its recruitment advertising budget to military hiring and attended 18 military career fairs in a year's time. The yield has been impressive.

"We have a very strong interest in those who have served," Behrendt says. "They often are rules-based and well-trained. They're used to shift changes and being on call; in some ways, those things are unique to our industry. Folks can be called out when a train is ready to go. They need to get the required rest, but they could be called out an hour later. We've found that folks who come from the military are better able to handle that kind of environment.

"Also, in our repair world, diesel mechanics and electrician's don't abound. Our apprentice program in those areas is three years. If we can hire someone out of the military at the journeyman level, with four years of transferable experience, we're in much better shape. In addition, each of our employees is accountable for safety first and foremost. Those in the military have



David Sierra, Manager-military relations, BellSouth Corporation

been exposed to dangerous conditions. So there's that transfer of concern and alertness."

Veterans also are used to braving the elements; at Union Pacific, harsh weather is a frequent factor in train maintenance and repair.

"You would think most people would have no problem with working outdoors, but they do," Behrendt says. "If they've been in a setting where they're not exposed to the elements, we usually have trouble with them. After their first night shift in North

Platte with the wind howling, we have a tough time keeping them."

In many other ways, the Top 25 are upping the ante. Among their strategies:

- Attracting military with military. United Services Automobile Association (USAA), No. 5 on the list, always had significant outreach to veterans - no surprise,



Jan Zizzo, senior recruiter, Johnson Controls

since the company was formed to provide financial services to veterans and their families. But the initiative kicked into high gear when USAA hired Ken Huxley, a retired Air Force colonel, as military recruiting programs manager.

"The company always has been active in

Most Recruiting Assets Committed to Recruiting Military Veterans

1. BellSouth
2. The Home Depot
3. Union Pacific
4. Lockheed Martin
5. General Electric

hiring veterans, spouses and disabled veterans," Huxley says, "but they needed somebody to specifically focus on it. There was no overarching strategy. Recruiters were doing their own thing, tapping into this market as they saw fit. They hired me to pull it all together. My military experience is very

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SBC Communications, Inc.

San Antonio, TX. The companies of SBC provide voice and data telecommunications products and services for consumers and businesses. SBC's broad range of offerings includes local, long distance, wireless and DSL services; data networks and satellite television. SBC operates primarily in 13 states.

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Honeywell

Honeywell International Inc.

Morristown, NJ. Honeywell is a \$26 billion diversified technology and services leader, serving customers worldwide with aerospace products and services; control technologies for buildings, home and industry; automotive products; turbochargers and specialty materials. Honeywell is included in the Dow Jones Industrial Average.

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State Farm Insurance Companies

Bloomington, IL. Farmer George Mecherle founded State Farm in Bloomington because he believed that farmers, who drove less than city folks, should pay less for automobile insurance. Some 83 years later, State Farm has grown to include more than 79,000 employees, more than 16,700 agents and 71.6 million policies in the U.S. and Canada.

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Morgan Stanley

Morgan Stanley

New York, NY. Morgan Stanley is a global financial services firm and a market leader in securities, investment management and credit services. With more than 600 offices in 28 countries, Morgan Stanley connects people, ideas and capital to help clients achieve their financial aspirations.

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Cintas

Cincinnati, OH. Cintas is known as the uniform people - and much more. Cintas also provides first aid and safety products, fire protection services, document management services, restroom supplies, entrance mats and promotional products for its roughly 700,000 customers. Cintas operates 351 facilities in the U.S. and Canada with more than 30,000 employees.

important to my position. I know where to go, who to talk to, which doors to knock on. That's been very helpful in pushing our strategies along."

Orientation to the business world also is part of the new-hire experience at USAA.

"We cover military culture in our orientation," Huxley says. "We have a one-on-one kind of program for folks with no military experience."

Johnson Controls designates a "champi-



Stacey Battisti, manager of recruiting, North American consumer products/bleached pulp & Paper, Georgia Pacific

on" at each of its sites, a veteran now in the firm's employ who can take the point at job fairs and base visits. With the company's large base of nearly 115,000 employees, Zizzo usually is able to customize recruiting teams; squads that visit service academies, for example, typically feature graduates of those institutions.

"All team members have other jobs at Johnson Controls," Zizzo says, "but my

"Energy careers are expanding, report many ex-service men and women who have entered the industry recently. The credit goes to growth in energy demand and refinements in technical know-how."

expectation is that while they're with me, they're recruiting."

• In-kind donations. The war in Iraq has made "MRE" a fixture of the American lexicon, but when we prepare packages for our

troops abroad, who thinks of toilet paper and towelettes? Georgia-Pacific does. On a number of occasions, the company has provided truckloads of toilet paper, paper towels and moist wipes for organizations such as the American Red Cross to distribute to troops. At a deployment ceremony for National Guard Transportation Company Unit 2101 in Alabama, Georgia-Pacific not only provided 115 cases of its products, but

Highest percent of Military Veteran new hires compared to total new hires

1. Johnson Controls
2. BNSF Railway
3. Union Pacific
4. USAA
5. ITT Industries

its employees also created and hung a banner wishing the company well.

The company paid a unique tribute to America's armed forces in June 2004 when its mill in Hondouville, France, created a

Most Reserve-Friendly

1. Merrill Lynch
2. General Electric
3. Electronic Data Systems
4. USAA
5. Morgan Stanley

series of special-edition Lotus Professional table napkins to commemorate the 60th anniversary of D-Day.

• Transition services. Recruiting programs that target military officers and junior military officers, along with accompanying transition services, used to be the province of only a few in the Top 25; among those, companies such as General Electric (No. 3), Home Depot (No. 4) and Sprint (No. 5) were particularly active. But

McLean, VA. Capital One has risen to the top rungs of the financial services sector in only a decade as an independent company. It manages loans totaling approximately \$83 billion for a global customer base of 48.9 million. Capital One has made the Fortune lists of "America's Most Admired Companies" and the "Best Big Companies in America."



White Plains, NY. ITT Industries is a world leader in engineering and manufacturing, providing equipment for water and waste water treatment and industrial processes, defense electronics and services, electronic components such as connectors and switches and a wide range of other industrial products. The company employs approximately 44,000 people around the world.



Forth Worth, TX. BNSF Railway was formed by the merger of the Burlington Northern and Santa Fe railways, 150 years ago. Today, BNSF covers 30,000 miles and can deploy 5,000 locomotives and 190,000 freight cars. The company boasts the shortest, most direct rail route between Chicago and Los Angeles.



New York, NY. Merrill Lynch is one of the world's leading financial management and advisory companies, Merrill Lynch operates offices in 36 countries and manages private client assets of approximately \$1.6 trillion. As an investment bank, it underwrites debt and equity securities for corporations, governments, institutions and individuals worldwide.



Dallas, TX. Southwest Airlines operates more than 3,000 flights daily, carrying more than 70 million passengers annually to 60 cities. In May 1988, Southwest was the first airline to win the monthly "Triple Crown" - Best On-time Record, Best Baggage Handling, Fewest Customer Complaints. It's since captured more than 30 monthly Triple Crowns and five annual Triple Crowns.

the waters are more crowded now. Georgia-Pacific has jumped in with its own program that, when fully realized, will feature a transition initiative with about a dozen components. Among the most important features will be counseling offered new hires by employees who are veterans themselves.

"We want to tap into former military employees here," Battisti says. "They can relate the most to the military structure and culture the new hires are leaving and talk about how that differs in terms of career-pathing. It helps to bounce your experiences off someone who's come from a very similar environment. That helps you adapt."

- Creative new thrusts. When the Army introduced its PAYS (Partnership for Youth Success) program, Union Pacific enthusiastically became a corporate partner. Through PAYS, military recruits are matched with participating companies, which commit to providing job interviews when the soldiers muster out. The pairings enable the Army and its recruits to develop education and skills tracks tailored to the needs of their corporate partners.

"For a person in the Army, it's an opportunity to have something once they get out," Behrendt says. "For us, we get some folks in the pipeline at maybe some hard-to-find locations."

- Quick, effective crisis response. Union Pacific stepped up once again after a significant number of its employees in the reserve and National Guard were mobilized for hurricane relief along the Gulf Coast. When senior management realized existing compensation and employment policies wouldn't apply to domestic call-ups, they convened to address the situation.

"In our view, these are still employees who are providing our nation with a critical service," Behrendt says. "We didn't want them to find themselves in a penalty situation on income and benefits. We made the modifications very quickly." ★

Tips on Military Recruiting from Top Firms

Employers are seeking veterans more aggressively than ever. That means companies must keep their recruiting and hiring programs sharp, flexible and continuously improving. If you're looking for an edge on the competition, here are some tips from some of America's most military-friendly companies:

"Make inroads wherever you can with the military services, the Department of Defense, the US Department of Veterans Affairs. Work to build those relationships and partnerships. There are literally hundreds of organizations outside DoD - that's where I've spent a lot of my time, strengthening those relationships. The basic thing is relationship-building."

-Ken Huxley, military recruiting programs manager, United Services Automobile Association

"Put a team in place that is dedicated to making your program succeed. They can do that by reaching out to current employees who have been in the military. Our employees are some of our best resources."

-Stacey Battisti, manager of recruiting, North American Consumer products/bleached pulp & paper, Georgia-Pacific Corporation

"You need to devote money to the program and also have a good HR manager to approve the budget and realize the value that veterans bring. You need somebody who's passionate about the program as well as buy-in from former military within the organization. One recruiter can't do it all."

-Jan L. Zizzo, senior recruiter, Johnson Controls, Inc.

"Make a commitment. That's easy to say but not so easy to do. Without a commitment, your program becomes a tangential part of your operation and takes second or third place when other priorities hit. You must work at it continuously and take a holistic view. It might not help you today, but it can down the road."

-Bill Behrendt, assistant vice president, human resources, Union Pacific Corporation

Good Things Happening Outside The 'Fortune 500'

1  **Lear Siegler Services, Inc.**

Austin, TX. Lear Siegler is a major provider of operations, maintenance, modification, overhaul, systems integration, logistics support and training services to government agencies and commercial customers in the United States and worldwide. With more than 40 years' experience to its credit, Lear Siegler is a unit of URS Corporation, one of America's largest engineering design service firms.

2  **Communication Technologies, Inc.**

Chantilly, VA. Founded in 1990 by former Bell Labs senior scientist Joseph E. Fergus, COMTek, as it is known, is a leader in telecommunications and facilities-based broadband services. The privately held COMTek also is known for IT managed services for private sector and government clients.

3  **Pioneer Services**

Kansas City, MO. For more than 70 years, Pioneer Services has provided financial services to the military community. It offers 26 office locations as well as on-line services. In addition to financial education programs, loans and insurance programs, the company supports military families and communities through a variety of partnerships, programs and sponsorships.

4  **Cornell University**

Ithaca, NY. Both a private university and the land-grant institution of New York, Cornell offers 14 colleges and schools, including two medical graduate and professional units in New York City and one in Doha, Qatar. The Ivy League institution serves more than 20,000 students. Its Ithaca campus spans 745 acres and more than 260 major buildings.

America's largest corporations may have a bigger appetite for veterans than ever before, but they aren't your only option. This year, G.I. Jobs is pleased to recognize four companies outside the "Fortune 500" that have implemented aggressive initiatives to hire veterans: Lear Siegler Services, Inc.; Communication Technologies, Inc.; Pioneer Financial Services; and Cornell University.

At Lear Siegler, a unit of San Francisco-based URS, a new emphasis on veteran recruiting is clearly underway. Lear provides operations, maintenance, modification, overhaul, systems integration, logistics support and training services to commercial and government customers, including the Department of Defense. The company dedicates 80 percent of its annual recruiting budget to military hiring and attends about 30 military jobs fairs annually. Such efforts have paid off. Over a 12-month period, 50 percent of Lear Siegler's new hires were veterans.

"We had to increase our candidate flow, and we were very interested in increasing veteran flow to us as well," says John J. Bednar, Lear Siegler's recruiting manager. "Based upon previous experience, I had a good idea what practices to put in place to attract veterans. I knew what contacts we had to see nationwide and worldwide to facilitate contacts with veterans.

"My supervisors have been great about letting me implement these programs. Another thing that makes my life easier - we have three outstanding recruiters who all are ex-Army recruiters. They understand the business of finding talent and bringing it into our organization before our competitors get to them. We try to be aggressive and proactive."

That outreach has produced a tight fit between Lear Siegler's needs and the company's newly hired veterans.

"They've already worked with military equipment," Bednar says. "They know how to read manuals. They're familiar with supply and warehouse operations. They've

already worked with logistics automation systems."

Communication Technologies (COMTek), is a Virginia-based leader in telecommunications and facilities-based broadband services as well as IT managed services for both private sector and government clients. Though the company is relatively young - it was founded in 1990 by former Bell Labs senior scientist Joseph E. Fergus, a Vietnam-era Navy veteran - it already targets 85 percent of its recruiting budget to military hiring and regularly attends military job fairs.

"From the very beginning, we decided to approach our business model from the viewpoint of understanding the military side of things," Fergus says. "Who better to understand that than former military people? We decided to embrace former military to be part of our staff."

Over time, COMTek discovered that about 100 of its employees would be deployed at any given moment. In response, the company prioritized a compensation and benefits package that would ease the financial concerns of those serving.

"Benefits are very important," Fergus says. "Your benefits will be compared with those of your peers in the industry. We make provisions so that employees don't have to worry about whether they have a job. When you're deploying so many employees, that becomes a significant effort for the company."

Also, a key component of COMTek's program is help for veterans making the transition from "a very closed organization to a very open, commercial environment," a challenge that Fergus notes is "not insurmountable."

"The most important part of the transition is what I would consider a soft landing," Fergus says, "coming to a company that's not totally unaligned with what they were doing before. Here, many are doing jobs very similar to what they were doing in the military. That's a tremendous plus for veterans making the transition to the commercial sector." ★