

2007
TOP 50
MILITARY
FRIENDLY
EMPLOYERS[®]



HIRING

America's Veterans

It's not what they've done for America,
it's what they do for American business.

by Anita Doberman & Joshua Hudson

Hiring ex-military is patriotic, but that is not why corporate America loves them. As a general rule, corporate America has one ultimate bottom line: the bottom line. So it is not surprising that the trend in corporate military hiring continues to rise. Like an Ivy League diploma or a recommendation from a trusted colleague, military service is shorthand for “quality experienced employee.”

The Bottom Line

Military service means technical experience in critical skills: leadership, problem solving, project management and adaptability. Perhaps most of all, successful completion of military service is an indicator of commitment and trust.

There's no padding here. Many companies understand the worth of military experience, but this year's Top 50 Military-Friendly Employers® are the “best of the best.” Firms earning more than \$1 billion

in annual revenues were surveyed and demonstrated strong military recruiting efforts, high percentage of new military hires, and instituted policies for National Guard and Reservists. Approximately 2,500 companies were considered: 2 percent made the list.

On October 15, 2007, Kathleen Casey-Kirschling – America's first official baby boomer – applied for social security. This is the first in the wave of 80 million baby boomers who are expected to retire at a rate

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BNSF Railway ranked No. 1 in this year's Top 50 Military-Friendly Employers® list.



"We recognize and appreciate the sacrifice and service not only of the citizen-soldiers who are members of Team BNSF, but of all of America's heroes who have answered the call to serve and defend our country."

**- Matthew K. Rose
Chairman, President and CEO
BNSF Railway**

of 10,000 a day over the next few decades. Combine that with continuing economic expansion and it is clear to see that the demand for talent is rising while the quality and quantity of the workforce is shrinking. Now and into the future, military experience will be one of the indicators to employers of proven quality and performance.

Our Top 50 represent companies that span coast to coast, such as perennial Top 50 performers BNSF and Union Pacific. And like their geographical diversity, no one industry dominates.

"We are humbled, and yet proud, to be fortunate enough to be selected the No. 1 of the Top 50," said Connie McLendon, military staffing manager for BNSF. "We have worked hard to increase our outreach to members in transition from military to civilian work. Just to be among the Top 50 Most Military-Friendly Employers® is an honor."

Why Corporate America Seeks Military Skills

"We believe the military provides an ideal pipeline to a well-qualified talent pool," said Ellen Weigert, Applied Material's global staffing manager. "At Applied

“We believe the military provides an ideal pipeline to a well-qualified talent pool.”

Materials, we recognize that the qualities, skills, and expertise of military veterans are valuable assets to our company. We hire veterans because they're responsible, loyal, great team players, and leaders.”

Employees with military experience are proven performers. They possess transferable skills that aren't taught in school or in the board room. They are creative problem solvers who can collaborate in a team and time-manage independently. Their critical thinking skills allow them to adapt to their environment and learn new skills quickly. Most importantly, they have developed qualities in leadership and communication. “Military people are brought up and trained to be leaders and managers, to get the mission completed – great skills for any employer” said John DiPiero, military recruiting program manager at USAA and an Air Force retiree.

BNSF, *G.I. Jobs'* No. 1 of the Top 50 Military-Friendly Employers® 2007, recognizes the talent associated with military service.



Wachovia Corporation worked hard to attract military personnel earning a spot in *G.I. Jobs'* Top 50.

“Military employees are mission-focused, highly-skilled, motivated, and possess unique experiences and technical knowledge,” said McLendon. “BNSF recognizes that military candidates embody essential core competencies at BNSF: leadership, teamwork and the ability to perform safely in a fast-paced, dynamic environment.”

Mary Cofer, American

Electric Power's director of diversity and culture, understands the importance of her company's fifth consecutive year on the *G.I. Jobs'* list. Military veterans come to the workforce trained in very technical fields.

“While serving their country, military personnel also gain specific technical skills, education and work experience suitable for a career in the utility industry, thereby saving training time and costs for both the employee and the company,” said Cofer. “Those successful military careers possess many of the characteristics we look for in our employees.”

Military experience paints a pic-



ITT scored high in its proactive relationships with Transition Assistance Programs.



CSX views those with military experience a tremendous talent pool of quality employees.

ture to employers of an employee that will come to work with concrete skills, knowledge, confidence and commitment. Again and again, representatives from our Top 50 companies identified personal traits, just as often as they mentioned technical skills, as a reason to hire military. The military is a proving ground to employers where experience, maturity, and character are developed. There are few places in the world that offer the quality and depth like military training. For companies looking to hire, this is really a matter of dollars and cents.

“We view military personnel transitioning out of the various branches of service as a tremendous pool of talent that will bring strong leadership and technical skills to CSX,” said Robert Haulter, senior vice president for human resources and labor relations



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- Mary Cofer
Director of Diversity
American Electric Power

at CSX. He knows that military experience means more than technical training, but a diverse collection of individual and organizational values. “These men and women represent the most diverse organization in our country and have proven to be a great fit for our industry with its 24/7, outdoor operations. Today one in every five of our employees has served in the military and we hope to grow that percentage as we actively continue to recruit talent for our organization.”

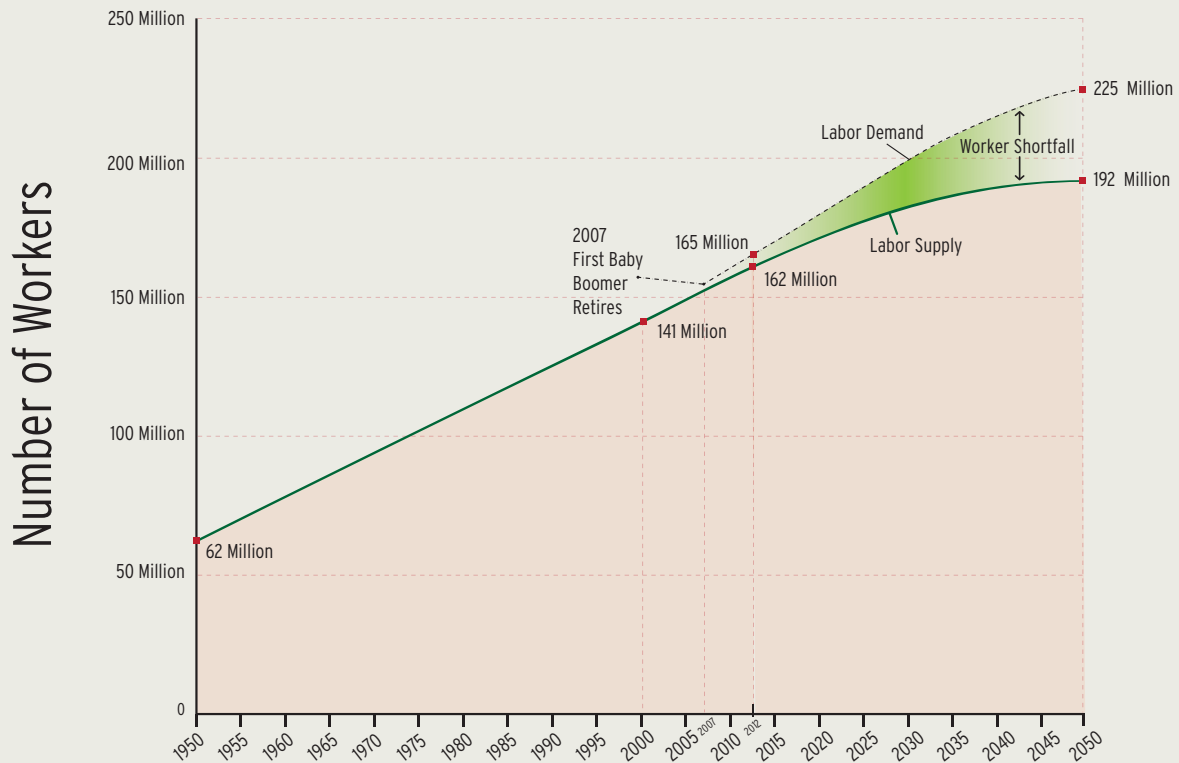
From executive white collar jobs to the nuts and bolts of blue collar sweat, corporations seek military experience. David Oliver, ITT recruiting manager, immediately hired 300 veterans at one recent job fair at Fort Hood, Texas, for its Systems Division. The Systems Division at ITT is especially rich in military experience, with some of its program areas employing 70 to 80 percent military, because “they have the experience in areas like logistics, mechanics, communications, IT and construction that we need to provide operational support for the military.”

The benefit of hiring military is about one word – results. Schneider National hires heavily from the military for that same very simple reason. Janet Bonkowski, the company’s public relations manager feels that “Schneider drivers, with prior military experience, perform at a higher level in many key areas, from safety to productivity. That translates into a safe and more cost-effective workforce.” Among Schneider’s administrative level jobs, veterans are also highly represented, making up 15 percent of all managers and 20 percent of senior leadership.

Motivation

“These are highly motivated men and women who have served our country and who become highly committed, well-trained employees,” said James R. Young, chairman of Union Pacific. He makes it clear that he’s looking for employees who want more than just a paycheck. “Union Pacific is proud to be recognized as one of America’s top military-friendly employers. As they complete their military service,

Demand for Workers Exceeding Supply



Source: Bureau of Labor & Statistics • *Employment Outlook Projections to 2012*, Michael W. Harrington • *U.S. Labor Force, 1950-2050*, Mitra Toossi

Union Pacific is a company where they can start a new career, and continue their contribution to America's strength."

Army Col. (ret) Gasper Gulotta, vice president, business development for ITT, cannot stress enough the importance of military employees to the success of its business.

"We continually strive to bring in the top quality people with superior work ethic, unmatched commitment to service, and first-hand understanding of the challenges facing our military," said Gulotta. "This keeps our products and services fresh, relevant, and focused on the welfare and needs of our troops. As ITT teaches and lives – 'Do the Right Thing Always.'"

The military experience brings veterans

a deeper understanding of commitment and loyalty. They know that a career is more than just punching the clock, but believing in the company mission and doing what it takes to get the job done right.

Shared Principles

"The goal at USAA," said DiPiero, "is to have at least 20 percent of all new hires to be military or military spouses."

Founded by a group of Army officers in 1922, USAA is a great example of a company whose work relates directly to the military. The company's commitment to providing service to the military can best be achieved by prior military. Who could better understand the values of the strong mil-

itary work ethic, loyalty and commitment?

Many of the Top 50 Military-Friendly Employers® offer opportunities to military members' to belong to an organization that stands for something more than profit. These companies, like military units, tend to have well-defined images and mission statements about supporting and growing America.

Don Schneider, chairman of the board and former CEO of Schneider National believes that military employees should be valued. "As a result, military professionals have been very promotable individuals."

Tim Fliss, Schneider's executive vice president for human resources, feels that their company shares some of the same values.

"As one of the nation's largest employers

"These men and women represent the most diverse organization in our country and have proven to be a great fit for our industry with its 24/7, outdoor operations."

- Robert Haulter

Senior VP of Human Resources and Labor Relations,
CSX Transportation

“Our work requires being constantly alert. Veterans pay attention to detail and combat complacency day in and day out. Safety is at the core of the military mindset.”

- Mark Miner

**Manager of Military and Diversity Recruiting
CSX Transportation**

of military personnel, we value and respect the men and women who fight for our country – over 21 percent of all Schneider associates have military backgrounds,” he said. “We share principles of safety, integrity, respect and excellence. In fact, many of our employees who served in the military hold leadership roles within our company. They have proven to be the type of leaders we need to be successful.”

BNSF is a safety sensitive environment. The military understands attention to detail and work protocols are vital to working efficiently and safely. “We transport safely through America, and that safety orientation is in the service member’s DNA, and it is paramount to what we do,” said Connie McLendon.

The military culture brings a work ethic and technical knowledge that is invaluable to any company, but for some companies, an in-depth knowledge of military culture is priceless in some industries.

“We find that veterans already speak the language, understand the culture, and may even already know some of the people they’ll be working with,” ITT’s David Oliver said. ITT’s Systems Division is a good example of need for employees with experience of the military world.

Many companies that deal with the military on a daily basis need experts who

understand the language, lifestyle, needs, and expectations to support the Department of Defense. Military experience creates a bridge between military and corporate America. A veteran, with knowledge of the environment, joining a business that has military connections is profitable for the company.

However, military values are shared across all industries. They are values of professional excellence and attention to detail.

“Our work requires disciplined personnel who have the ability to continually combat complacency,” said Mark Miner, manager of military & diversity recruiting for CSX. “Safety is core to the military mindset.”

“Safety is a way of life at CSX,” Miner said. “That is a core value of our company and the foundation of our culture. The railroad industry is demanding and military personnel do well in high-intensity work environments like ours. There is also a sense of fulfillment that comes from serving America and keeping its railroad running.”

Recruiting Program

That need to keep America moving is why our Top Military-Friendly Employer®, BNSF, has proactive efforts such as job fairs, weekly jobs postings and seminars with Transition Assistance Programs (TAP), Army Career Alumni Programs

(ACAP), Marine for Life and Family Support Centers. These programs offer BNSF an opportunity to link high-performing, high-potential interested candidates with meaningful and challenging careers.

“The military candidate embodies the core competencies essential at BNSF: leadership, teamwork and the ability to perform safely in a fast-paced, dynamic environment,” said Connie McLendon, military staffing manager for BNSF. In the past two years BNSF hired nearly 2,500 veterans which equates to one in three hires having a military background.

All of the *G.I. Jobs’* Top 50 companies have made very specific efforts to reach out to military personnel. In 2006, Union Pacific’s seven-person Field Recruiting Team, which includes a former Navy recruiter, attended 120 military career fairs, up more than double from 2005. They also attended 250 military transition classes, Reserve and Guard units, military education centers, and other military offices – up nearly 200 percent over the previous year.

“Union Pacific spends a significant portion of their recruiting budget focused to the potential military employee,” said Jolene Jeffries, director of employment. They are not alone.

Hiring America’s Veterans

The *G.I. Jobs’* Top 50 lists representatives from every industry: insurance and financial services of USAA, the aerospace work of Lockheed Martin, consulting powerhouse Booz Allen Hamilton, and retail giant The Home Depot. If there is any commonality, it is their understanding that military experience translates to corporate success.

Hiring military keeps the country operating. Our veterans are qualified technicians, leaders, managers, and achievers. Corporate America knows it, and our Top 50 Military-Friendly Employers® are securing their success in the future by hiring military today. For those transitioning from the military into the civilian workforce – here are 50 outstanding places to start your new career. ★



ITT’s Systems Division is manned 70 to 80 percent with military experience.