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

Recruit Supervisors & Veterans
Collect Baseline Survey and Daily Diary Data

Supervisors

Recruit Supervisors & Veterans
Collect Baseline Survey and Daily Diary Data

Veterans

DFS

Treatment Group Supervisor Training

Supervisors

Random Assignment

Collect Survey Data and Assess Change: 3 months after first data collection

Veterans

Collect Survey Data and Assess Change: 9 months after first data collection

Control Group Supervisor Training

DFS
Mission Accomplished

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

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>3 Month</th>
<th>9 Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veteran</td>
<td>509</td>
<td>435(^a)</td>
<td>392(^a)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(85.5%)</td>
<td>(77.0%)</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>260(^b)</td>
<td>212(^a)</td>
<td>201(^a)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(81.5%)</td>
<td>(77.3%)</td>
</tr>
</tbody>
</table>

\(^a\) 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

**Race/Ethnicity**

- 80%
- 13%
- 2%
- 2%
- 1%
- 1%

**Education**

- Graduate Study: 19%
- College Degree: 49%
- Some College/Tech: 27%
- High School/GED: 6%
Military Status

- 48% Active Duty
- 18% Separated
- 34% Active NG/R
- Separated NG/R

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%

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

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

- 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

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

78% felt supported by their coworkers in general
Veteran Family Demographics

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%

Employment Status
- Full time: 49%
- Part time: 15%
- Unemployed: 28%
- Stay-at-home parent: 8%
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

Source: https://www.kirkpatrickpartners.com/
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

Pre and Post-Test Average Scores

<table>
<thead>
<tr>
<th>Average Pretest</th>
<th>57%</th>
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<tbody>
<tr>
<td>Average Posttest</td>
<td>98%</td>
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Effect size for amount learned: Cohen’s $d = 3.31$
## Level 3: Behavior

### Proportion of Behaviors Logged by Type

<table>
<thead>
<tr>
<th>Performance Support</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Protection</td>
<td>22%</td>
</tr>
<tr>
<td>Providing Resources</td>
<td>34%</td>
</tr>
<tr>
<td>Feedback &amp; Coaching</td>
<td>22%</td>
</tr>
<tr>
<td>Measurement &amp; Direction</td>
<td>22%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vet and Fam Support</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Modeling</td>
<td>26%</td>
</tr>
<tr>
<td>Win-Win Win Management</td>
<td>21%</td>
</tr>
<tr>
<td>Instrumental Support</td>
<td>24%</td>
</tr>
<tr>
<td>EMO. Support &amp; Effective Comm.</td>
<td>30%</td>
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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