



VETERAN TRANSITION SUPPORT

Methodology and practices to organize professional engagement and interaction with mobilized and returning veteran employees

Task ■ Force

Translated by **Task Force**,
a Ukrainian international
translation company

August-December
2023

- 01 Introduction
- 02 Key tasks at each stage of a veteran's path within the company
- 03 The function of veterans' support within the company
- 04 Anticipated employer cost structure
- 05 Annexes

[clickable link to section](#)

INTRODUCTION

Svyrydenko Yulia Anatoliivna

First Deputy Prime Minister of Ukraine –
Minister of Economy of Ukraine



Ukraine's recovery is one of the main priorities of the Ministry of Economy. The key to making this recovery possible is human capital. It is our greatest value and a core asset for investing in the future.

A future, where our **veterans should find a worthy place awaiting them in civilian life.** Where they can find jobs or receive vocational retraining for free, create or scale up their own businesses, and buy affordable housing. Where those of our defenders who have been wounded and disabled in battle can return to **an inclusive society where employers care about their needs.**

All these opportunities are already available for our veterans via government support programs. For us, it is important that they **feel themselves a part of Ukraine's economic life.** That their invaluable contribution to our future victory will be matched by their wish and desire to contribute to our recovery. That is why the **Ministry of Economy is in active dialogue with businesses** to set and promote the best practices for integrating veterans into the labor market. From August to November 2023, the working group under the Ministry held dozens of meetings and interviews with leading employers. This groundwork will become the basis **for establishing national policies on the economic reintegration** of military personnel after the completion of their service.

We are grateful to our partners who joined the activities and shared their experiences. And of course, to our defenders who made all this possible.



Tetiana Berezhna

Deputy Minister of Economy of Ukraine

The restoration of the labor market will not be a result of our victory, but rather the path to it. An essential step on this path is to ensure proper conditions for returning to the labor market for all those who have served, are serving, or will serve.

Nowadays, the Ministry of Economy of Ukraine is implementing several projects and initiatives to attract veterans to employment and the labor market. This is an opportunity to receive **funding of up to UAH 1 million for the development or establishment of one's own business** as part of the **“Personal business for veterans and their spouses”** grant program. Vets wishing to acquire new skills relevant to the modern labor market can get a **training voucher (up to UAH 30,000 in 2024)** and take courses at vocational and technical education centers for free.

Currently, employers can actively apply for **compensation when creating jobs and workplaces for people with disabilities**. More importantly, is that the Ministry of Economy is in active dialogue with employers on setting the best practices to **return veterans to the labor market**, designing priority initiatives for government support, and launching a retraining mechanism for those seeking a career change.

The positive experience of **demobilized veterans returning to their jobs** will create opportunities for the further successful employment of other veterans and accordingly reduce the workforce shortage in the labor market.

We are sincerely grateful to every veteran, serviceman, and servicewoman for their service, and are putting forth every effort to ensure that **they have all the opportunities for professional fulfillment in civilian life.**



Roman Bondar

Head of the Korn Ferry's Ukrainian office

The pace of economic recovery will directly depend on the quality of the skilled workforce capital and the working-age population's performance, of which veterans will make up a significant part.

The ability to integrate and facilitate **our veterans' return to the corporate environment** will increase the economic potential across Ukraine's regions, establish common practices for building support infrastructure, and create prerequisites for sustainable economic growth.

Moreover, **building a community focused on overcoming the social and economic crisis** caused by mass demilitarization will allow for achieving sustainable development goals and building ESG strategies based on the most efficient practices being field-tested for reliability and practical results.



Volodymyr Stetsyk

Head of the Kearney's Ukrainian office

Efficient initiatives and approaches to return mobilized military personnel to the economically active population stratum are being designed and implemented here and now thanks our professionals' collective intelligence and efforts.

No other country in the world has ever faced such challenges in the current environment. Studying international experiences, we realize that today **we are the ones setting the best international practices**, as none of the existing algorithms cover the challenges Ukraine is currently facing.

Since such an approach is just being created, it is difficult to overestimate the role of an active community forced to promptly test hypotheses and review approaches involving the continuous improvement of available methodology. **The scale of the current challenge leaves no room for competition – our strength is in collaboration!**

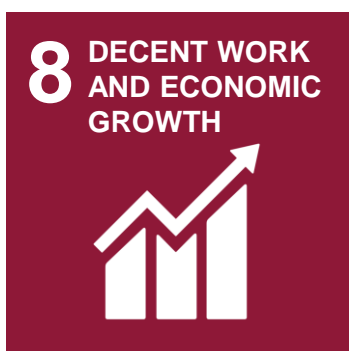
RETURN OF VETERANS: ESG THREATS TO ECONOMIC RECOVERY

In postwar times, hundreds of thousands of veterans will return to the corporate world. Every company will face significant ESG challenges during their reintegration into the business world.

UN SUSTAINABLE DEVELOPMENT GOALS*:



The conditions of military service negatively affect mental and physical health, thus **creating a heavy burden on municipal and government social services**, in particular medicine, healthcare, treatment services, social protection, and the like. A sudden inundation and the according increase in the client base can paralyze social services and healthcare systems.



The weakening of the professional skills and workplace knowledge that the veteran had earlier possessed could jeopardize their further integration after demobilization. Lack of retraining support **can lead to an outbreak of unemployment, a drop in income levels, and an imbalance in the regional economy**



Demobilized employees will compose a significant share of the staff, and while demanding an inclusive space, communication, showing respect, support, and accompaniment, will also need special attention from the company management. Ensuring fair and equal treatment should **become an element of culture and receive a specific focus** in diversity and inclusion policies



Insufficient support for veterans' transition will pose a significant threat to the social and economic development of regions and local communities. Failure to control their adaptation can lead to rapid loss of social skills, alcohol abuse, domestic violence, drug addiction, and criminal gangs. Support and control over a harmonious return is **the duty of the local authorities and the amalgamated territorial community management**

*17 UN Sustainable Development Goals

We face challenges requiring collaboration between different stakeholders

	PHYSICAL DISABILITY REVIEW BOARDS (PDRB) AND MEDICAL BOARDS	The existing PDRB system has to be reformed to function under a heavy workload. There are no standard document sets, digital tools, or appeals mechanisms
	MEDICAL CARE AND PREVENTIVE CARE	During service, aside from combat wounds, and the worsening of chronic diseases , an additional need for high-quality medical and preventive care arises
	MENTAL SUPPORT	There are an insufficient number of qualified experts able to provide psychological and psychiatric aid to military personnel and victims of war
	EMPLOYMENT AND WORK	In most cases, companies neither adapt interviews nor realize the risks and benefits of hiring veterans , and have no policies for veterans' employment and adaptation
	ADDITIONAL ADVANCED SKILL TRAINING	Structural changes in the economy after February 2022 and veterans leaving their jobs for more than 6 months has created the demand for additional training
	TEAM INTEGRATION OF VETERANS	Teams are not aware of welcoming and appropriate communication tactics for veterans , so the latter are often avoided, making their return more difficult
	ADAPTATION OF JOBS AND WORKPLACES FOR PEOPLE WITH DISABILITIES	The cost indemnification system for creating jobs and workplaces for those with disabilities is in its pilot stage, which has to be scaled up and improved
	INTRODUCING REMOTE JOBS	Some jobs cannot be adapted to the needs of veterans , while remote ones require efforts to maintain socialization
	TRADITIONS OF HONORING[1] AND SUPPORTING VETERANS	We have neither approaches to honoring veterans, nor guidelines on traditions to be avoided

[1]Henceforth, the word “honoring” shall mean “the tradition of recognizing veterans' experiences.”

WORKING-AGE POPULATION IN UKRAINE

17.4M  12.5M

in 2021 in 2023

↓ 11.7M FROM 2024 - 2032, THIS MAY
DECREASE TO 11.7 MILLION*

5M





human capital
shortage

12%

level of employee
mobilization

6%

demobilization level for
mobilized persons**

-  Without successful cases of mobilized employees returning to their jobs, companies will fail to bridge the personnel shortage gap. Accordingly, **ensuring the smooth integration of veterans should be a priority for owners and CEOs**
-  **The successful cases of former employees returning** will allow employers to scale up their practices of hiring veterans after the general demobilization, thereby **ensuring a competitive advantage to businesses**, given the anticipated workforce shortage
-  The conditions of both war and mobilization changed after February 24, 2022, so **we cannot directly apply the experiences of working with veterans** acquired before 2022
-  Due to the unprecedented scale of the mobilization, along with its cultural features and characteristics, **it is impossible to make a direct transfer of international practices** related to the reintegration of veterans into the corporate environment

*The number of the labor force in Ukraine during the war decreased from 17.4 million to 12.5 million, and will continue to decrease - KSE

**both for health and personal reasons (as of August 2023)

Source: State Statistics Service of Ukraine, interview with employers, survey of the largest employers, Korn Ferry, July 2023, KSE

- **A successful return is possible given the synergy and coordination of efforts** between veterans, employers, families, central and local authorities, non-governmental organizations, and society
- **Work on an employee's return to the team should begin from the very moment of mobilization**
- **For a successful return, the role of an HR manager and/or veterans' coordinator**, a person within the company for an employee to contact for any needs upon mobilization, is crucial
- **Constant communication and supporting family members of mobilized employees** facilitate their return to the team
- **Attention to mobilized employees**, particularly from top management and owners, is often more important than financial support
- **A description of the injury/casualty/illness/care provided*** during service allows the employer to re-equip the workplace/create a new job during the employee's treatment and recovery
- **Special attention to demobilized employees is recommended** for 6 - 18 months after their return to the team
- **Honoring and supporting veterans** should be organized so as not to divide, but rather unite the team
- It makes more sense to **adapt existing processes and tools** to meet the needs of veterans than to create new ones

Success depends on the combined influence of various communities, authorities, and environments



Family

- Acceptance
- Support
- Starting a new life – finding a purpose



Work

- Financial resources
- Self-realization
- Starting a new life – finding a purpose



Local authorities

- Infrastructure for people with disabilities
- Locations for meetings
- New jobs



NGOs

- Hobby clubs
- Communication environments
- Special support (legal, other)



Society*

- Gratitude
- Recognition
- Respect



State

- Centralized medical and psychological support programs
- Retraining/new jobs
- Social support



01

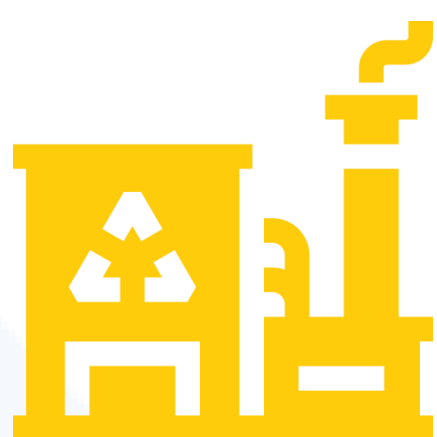
The document is focused on the characteristic features of the employer's interaction with returning veterans

02

This document is not intended to describe the hiring process for vets who have not previously worked for an employer, but the general approach assumes that established honoring practices and traditions **can be also applied to veterans who have not previously worked for an employer.**



The algorithm is created following studying the practices of major Ukrainian companies



Businesses with occupational health hazards

An additional challenge is changing conditions for industrial worker jobs

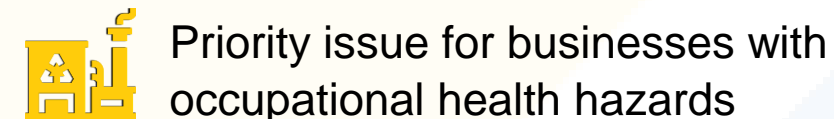
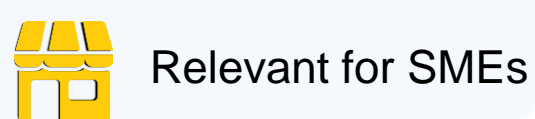
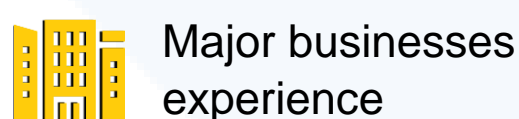


Relevant for SMEs

The action requires no significant financial or organizational resources

Despite different names, the comprehensive involvement of various functions is crucial to successful veterans' transition

HR MANAGEMENT	<ul style="list-style-type: none"> • Creating individual workplaces for employees with special needs • Training the team to interact with veterans • Identifying the closest colleagues to the mobilized person, training and engaging them 	
OCCUPATIONAL HEALTH & SAFETY	<ul style="list-style-type: none"> • Medical examination and recommendations from an occupational therapist • Monitoring compliance of the veteran's health in the working conditions 	
INTERNAL COMMUNICATIONS	<ul style="list-style-type: none"> • Informing employees on actions when receiving a military draft notice • Preparing materials related to support during service and the company events • Preparing employees who are likely to be mobilized 	
DIRECT (LINE) MANAGER	<ul style="list-style-type: none"> • Providing support to family members from colleagues (allowing it to be done during working hours) • Monitoring the psychological and emotional state of the team veterans after their return 	
CORPORATE AND SOCIAL RESPONSIBILITY (CSR)*	<ul style="list-style-type: none"> • Creating a team of coordinators and methodological support for their activities • Psychological aid and support 	
COORDINATOR**	<ul style="list-style-type: none"> • Contact upon being called to mobilization • Communication with mobilized employees and their families during service • First point of contact on any questions after demobilization 	
COLLEAGUES	<ul style="list-style-type: none"> • Supporting family members during service (if applicable) • Financial aid during service (if applicable) • Operational onboarding into the business after return 	
LAWYERS	<ul style="list-style-type: none"> • Registration of war veteran status • Assistance in receiving payments and compensation from the state • Support in case of injury, need for prosthetics 	



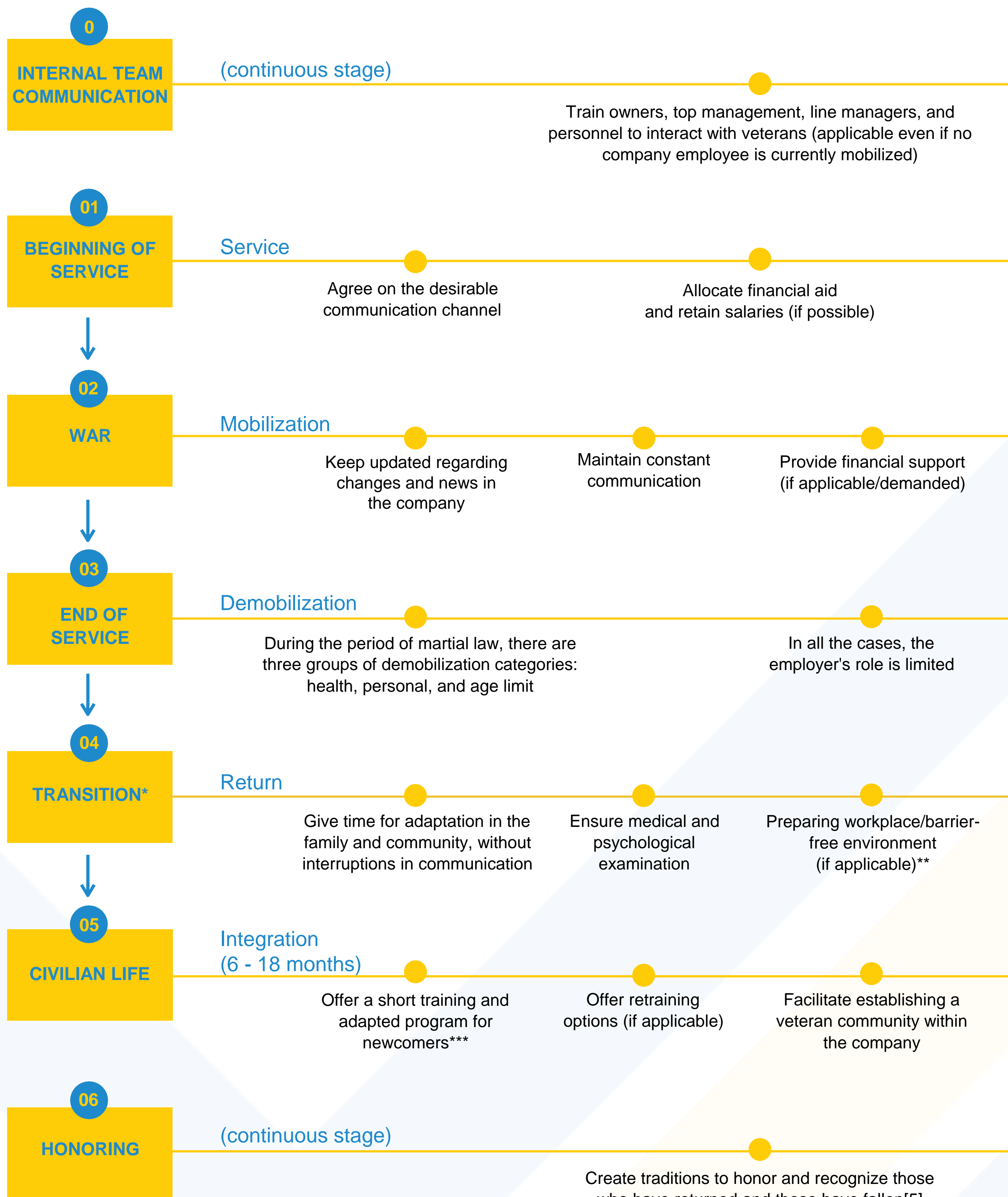
*Name variability of similar function, for example, the Social Policy Department or CSR – Corporate Social Responsibility

**The coordinator (mentor, assistant) is a corporate expert who has appropriate training and is responsible for communication with the mobilized servicemembers, both during service and after demobilization. They also report to the corporate social responsibility department or HR. It is anticipated that the role of coordinator may be assigned to retrained veteran employees. In case of a separate coordinator role being unavailable, HR experts and direct managers take on this function. Functions depend on the level of responsibilities assigned to the direct manager or colleagues.

More detailed description of the role is [available in the veteran engagement management function](#) (← click the link to the section)

Source: interviews with employers

Work on returning starts from the very day of being called up



*Transition to a civilian life

**Including the following: avoid bright colors and harsh sounds in offices/production site.

***If there is no such technological possibility, offer alternative jobs

****It is recommended to appoint a mentor: a "buddy" from among demobilized employees (if applicable) *****Veterans often do not feel accepted until their fallen comrades are properly honored. Therefore, it is recommended to focus on honoring the fallen first and then recognizing the experience of the survivors

Source: Veteran's Path: © VETERAN HUB, interviews with employers

The work algorithm is based on the Veteran Path: © Veteran Hub

KEY TASKS AT EACH STAGE

(0) INTERNAL TEAM COMMUNICATION

Internal team communication takes place at all stages of work with mobilized colleagues/veterans [1]

Relevant for SMEs





TASKS	ACCOUNTABILITY	
Define the list of employees/competencies/criteria of those exempt from service (if applicable)	CSR/HR	
Inform employees about the algorithm of actions when receiving a military draft notice (algorithm for exempt and non-exempt employees), conduct training	Internal communications/HR	
Distribute reminders: rights and responsibilities, support from the state and the company in case of mobilization, useful contacts for legal advice, healthcare, and general issues	CSR/HR	
Train coordinators to assist employees from the very moment of mobilization	CSR/HR	
Ensure constant communication between the team and mobilized colleagues. It is important to avoid segregating into an “us” (current employees) and “them” (military personnel/veterans) mentality during internal communication.	Internal communications	
Create separate communication channels for mobilized employees and their colleagues, and services for legal, healthcare, psychological, and general support	CSR/HR	
Inform about the company activities on retaining/adapting the job and workplace for wounded employees	Internal communications	
Share stories of wounded employees and their way of overcoming challenges. The best format is a mini video interview with employees who have already returned to help colleagues still on the frontline	Internal communications	
Develop and implement an adapted re-onboarding (re-adaptation) process for employees who have returned from service	CSR/HR	
Conduct continuous team training related to veterans' return, indicating the specific features of interaction with demobilized colleagues (ideally, involving veteran ambassadors)	CSR/HR	

1. To avoid veterans' social stigmatization, the general rule is to stick to the usual culture of team interaction and communication wherever possible

At the active duty stage, it is important to show inclusion and support, record family contacts, and agree on acceptable communication channels








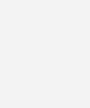



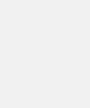
Relevant for SMEs

MODULE	TASKS	ACCOUNTABILITY	
Agree on the desirable communication channel	Appoint a coordinator to the employee who received the military draft notice	Line Manager, HR	
	Get/record contacts of family members and unit commander	Coordinator	
	Discussing key questions: How are you? How are you doing? How are you feeling? What are the needs of your family? How can we help?	Coordinator	
	Agree on the contact frequency and the communication channel with the mobilized employee	Coordinator	
Allocate one-time financial assistance (if applicable)	Create a list of basic needs: individual equipment clothes, outfit	Employee, coordinator	
	Cover needs at the expense of donations, money raised by colleagues or the corporate fund	Colleagues, coordinator	

During service, the employer should focus on maintaining regular contact, caring for the mobilized employee's family, and providing financial support



Relevant for SMEs

MODULE	TASKS	ACCOUNTABILITY	
Inform about company news	Regular updates regarding changes and news in the company	Internal communications	
	With the servicemember's permission, inform the team about employees currently serving (with a detailed description of aid provided by the company)	Internal communications	
Maintain constant communication	Agree on the communication frequency with the soldier , for example, at least once per month	Coordinator, Manager	
	Regularly, at least once a month, communicate with family members of the mobilized employee offering help	Coordinator, Team	
	In case of injury/concussion/temporary incapacitation: establish direct contact for a clear purpose : provision of financial or psychological aid*, support in the process of treatment, and prosthetics	Colleagues, Manager, Coordinator	
	Record the provided health care (injuries during service) for further analysis of information when assessing needs upon return	HR, Coordinator, Occupational Health & Safety	
If applicable/needed, provide financial support	If applicable, retain salaries for the period of service (in some approaches, a fixed amount is determined); conduct financial literacy training as an option**	CSR/HR	
	If demanded, collect donations at the specific request of a colleague	Team	
	Prepare greetings/gifts for holidays, for example, Defender's Day or the New Year ("care packages") to children of the mobilized employees	CSR/HR	
	Allocate additional aid from the corporate fund or at the expense of the waiver of salary, vacation allowance, etc. (avoid the risk of creating a negative image of the initiative for the team)	CSR/HR	

*In the case of contact with the family, use clarifying questions, for example, "Can your husband talk now" to learn whether the relatives are aware of the injury; usually the employer's support in case of injury is limited

**It is not recommended to violate the rights of military personnel and allocate funds for additional services or family needs not informing the employee: decide by asking the veteran, and if applicable, their family









Source: interviews with employers

(04) RETURN

At the returning stage, it is required to determine whether the veteran can still perform their previous duties or whether a new job should be created





Relevant for SMEs


MODULE	TASKS	ACCOUNTABILITY	
Time for adaptation in the family and community, without interruptions in communication	Inform the veteran about the algorithm of actions upon return, learn about interest in changing qualifications within the current framework of the company	Coordinator	
	Prepare a welcome package and plan a meeting with colleagues who actively supported them during the service. If applicable, involve their manager, while avoiding insincere and formal events	Manager, Team	
	If applicable, arrange a meeting with the team before a long break* for recovery (increasing the chances of the employee return to the workplace after recovery)	Coordinator, Manager, HR	
	Variability: allow a return to the workplace without a rest period (if there is neither need for treatment, rehabilitation, or re-equipping the workplace)	Occupational therapist	
Ensure medical and psychological examination	Inform about an occupational health examination : a special medical test/checkup to determine the need for additional diagnostics (at the company's expense)	Coordinator, HR	
	Variability: provide recommendations depending on the examination results: treatment vs. rehabilitation vs. vacation	Occupational Health & Safety and external healthcare institutions	
	If applicable, refer to authorized healthcare centers (to get an occupational health examination)	Occupational therapist	
	Important! Even for those demobilized for health reasons, an insufficient package of healthcare services may be provided. A re-examination determines the best option for inpatient or outpatient treatment, rehabilitation, or recreation	HR	
	Determine the new advisable frequency of regular medical examinations**	Occupational therapist	
	The conclusion of a neurologist/psychologist about the demobilized person's mental state: - in general for companies with major occupational health hazards; if applicable, introduce a mandatory examination by a neurologist for all employees covered by the medical insurance (no discrimination against veterans)***; learn the negative conclusion in the employee's presence****; - the name of the field-specific specialist is not important, but functionality and protocol of their work is; variability: a field-specific specialist, a career counselor (external counselor), is mandatory in case of a break of 60 or more days, which is a common rule	Neurologist/psychologist, HR, career counselor	


*If there are no specific rehabilitation needs, it is recommended to take a break of no more than 2 - 4 weeks. It is also recommended to get in touch in the middle of a planned break to remind them of the time left until return; At the same time, the employer should provide a flexible adaptation period of at least 6 months (reduced or flexible hours to visit a doctor, etc.) **If there are no other recommendations from the medical commission, the examination is performed no more than once a year ***The goal is to mitigate risks of threats to employees, team, and customers ****In case of a negative examination result, it is necessary to prepare a "Training program on anti-stress techniques": a program of psychological correction or rehabilitation
Source: interviews with employers




Relevant for SMEs

MODULE	TASKS	ACCOUNTABILITY	
Ensure a medical and psychological examination*	If applicable and demanded, unlimited communication with a corporate psychologist for veterans and their family members	Corporate psychologist	
	Ensure access to a 24-hour hotline (outsourced) with experts who know how to deal with suicidal tendencies , including families	Outsourced call center	
Preparing workplace/barrier-free environment	Variability: determine the best option based on the received medical examination data: return without restrictions, temporary incapacity (a period when a replacement is needed), or the need to create a new job	Occupational therapist, Occupational Health & Safety, HR	
	Determine the parameters of the new workplace and restrictions on noise, temperature, weight limit, standing/sitting work, etc.*	Occupational therapist	
	If applicable and demanded, create new jobs , including remote work options given the socialization needs*, prioritize hybrid schedule	Occupational therapist, HR	

 **Veteran status and related corporate benefits** are determined at the company level and can be more comprehensive than the state war veteran status. In some cases, including non-mobilized employees who performed their duties close to active hostilities or front-line areas

 It is recommended that newly hired (from the market) veterans **receive similar approaches** as the former employees returning after service

 **Additional benefits for vet employees are used as motivation** to inform about their veteran experience

 Given the return support, the most urgent thing is **to improve interaction with PDRB**

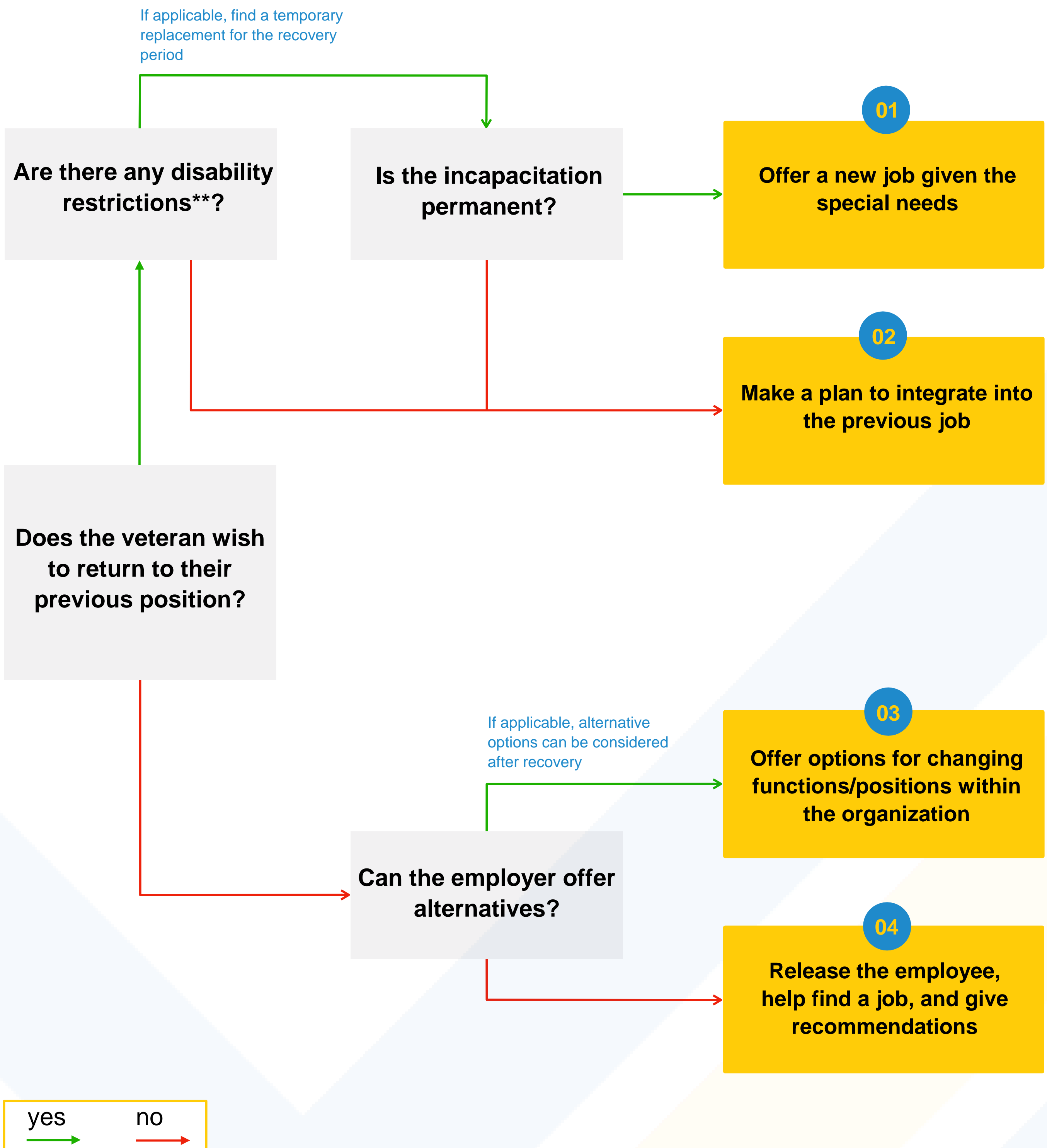
*In an ideal scenario, employers should implement a comprehensive workplace psychosocial support (PSS) program. The current challenge is war trauma,
 —as not only veterans were affected: among civilians, there are also those who have lost their homes, been injured, or been taken prisoner
 —it is worth avoiding comparing employees when integrating veterans into teams
 **Vital for businesses with occupational health hazards
 ***The best practices for socializing colleagues who fully work remotely include options for regular team meetings to maintain socialization
 ****It is worth involving an inclusion expert: perhaps the issue will not be in a physical workplace or space adaptation but in a special software or something similar.
Source: interviews with employers

SUICIDE
Prevention Hot
Line 24/7

 **7333**



FOR THE EMPLOYER WORKING WITH DEMOBILIZED EMPLOYEES: THE IDEAL CASE*



*Assuming that production conditions allow for the creation of a sufficient number of adapted workplaces convenient for veterans with disabilities and special needs

**In certain approaches, it is recommended to have a survey/interview/questionnaire with each demobilized person on their needs, and the actions the company can take for veterans to perform their duties efficiently, if for example, some have issues working in an open-space office, some have difficulty speaking for long periods, etc., some of which may be temporary

Source: interviews with employers

The integration stage duration depends on the individual characteristics and needs of each returning employee



Relevant for SMEs


MODULE	TASKS	ACCOUNTABILITY	
Offer a short training and adapted program for newcomers	When returning to the previous job, ensure a month of adaptation : the algorithm as if after a long work break, if available, or adaptation of newcomers	Manager, HR, Team	
	In the case of a workplace re-equipment (tailored job), ensure supervision and regular communication as to whether everything is going well or whether additional psychological support is necessary	Coordinator	
	Train managers on ways to respond to changes in the demobilized employee's condition and provide guidelines for informing the corporate psychologist, and in case of refusal, Occupational Health & Safety	Corporate psychologist, Occupational Health & Safety	
	Organize regular (once a month) feedback from the manager about the demobilized person's condition	Coordinator, manager	
	Actively involve the coordinator in the case of remote work	Coordinator	
Offer retraining options (if applicable)	During the occupational health examination, learn about the interest in changing qualifications within the current employer (wanting or not wanting to return to work/ the desire to apply the experience gained during service)	Coordinator, HR	
	Variability : a desire to start working immediately /desire to rest/clear desire to resign/need for treatment before deciding on retraining – develop a questionnaire featuring available options for self-realization upon return	Coordinator, HR	
Facilitate establishing a community of demobilized employees	Involve veterans in caring for other veterans, specifically, for veterans with disabilities	Coordinator, Fellow veterans	
	Create a common communication channel for veterans to share experiences	Internal communications	
	Ensure corporation assistance in arranging a physical space for veterans to communicate , in order to stimulate the community establishment at the company level to help the new veterans adapt, to influence changes in the company, and to lobby for changes at the state level*	CSR	




*After establishing veteran communities at the company level, the next step is to support establishing the same at the local level

Source: interviews with employers

(06) HONORING AND SUPPORTING

Traditions of honoring and supporting veterans should be organized so as not to divide, but rather unite the team

 Relevant for SMEs










MODULE	TASKS	ACCOUNTABILITY	
Honoring during active duty	At least twice a year, organize, for example, Defender's Day and the company appreciation token , for example, a “care package,” and announcement within the corporate internal communications	HR, Coordinator, Team	
	Provide additional recuperation leave (if demanded)	HR, Coordinator	
Honoring employees who have returned after service	Offer financial aid for prosthetics (if applicable)	HR, Coordinator	
	Regularly emphasize the influence of veterans on the company culture development	HR, Manager	
	Support in establishing NGOs or other forms of coexistence for the veteran community	HR, Coordinator	
	Ensure options of retraining/additional free training for changing jobs within the company (if applicable)	HR	

Important! Honoring traditions can be initiated not only by employers, but also by trade unions or any other team representative

Source: interviews with employers

(06) HONORING AND SUPPORTING

 Relevant for SMEs

MODULE	TASKS	ACCOUNTABILITY	
<p>Honoring KIA and MIA employees. Support for POW employees</p>	<p>Aid in organizing funerals, if applicable, allocate one-time financial aid, as payments from the state are usually delayed</p>	<p>Coordinator, HR</p>	
	<p>Determine the support rules for the families of individuals who are KIA and MIA, for example fixed payments for children until reaching adulthood, or retaining the average salary until the retirement age of the employee</p>	<p>HR, Coordinator</p>	
	<p>If a person is under MIA (missing in action)status for more than 6 months, it is presumed equal to the KIA (killed in action) status, and upon the family's consent, a one-time financial aid is paid</p>	<p>HR</p>	
	<p>Recruit volunteers from among the employees to help families*. IMPORTANT! Maintain an individual approach, as families have different traditions of talking about their lost relatives</p>	<p>Manager, Team, HR</p>	
	<p>Organize a memorial day to honor the fallen employees: it is possible to support initiatives “from below”** or organize other veterans to support the families of the fallen</p>	<p>HR, Coordinator, Manager, Team</p>	
	<p>Focus on saving colleagues' life stories. Upon the family's consent, create a memory book (website) where colleagues can share memories of those who gave their lives</p>	<p>Internal communications, HR</p>	
	<p>Engage field-specific law firms to support families of MIA and POW employees</p>	<p>HR, Lawyers</p>	
	<p>Employ the children and family members of the fallen (if applicable)</p>	<p>HR</p>	
<p>Hazardous areas</p>	<p>Do not allow exceptions in compliance with corporate rules, safety rules are above all</p>	<p>Manager, HR</p>	
	<p>Avoid formalized (artificial) greetings – it is necessary to ensure personal and sincere contact</p>	<p>HR, Manager, Team</p>	
	<p>Avoid excessive glorification, as it creates pressure of high expectations on veterans (“we just did our duty”) and creates even a greater gap in integration</p>	<p>HR, Manager, Team</p>	
	<p>Do not confuse civilian awards with military ones. From the point of view of veterans, a special corporate symbol for them is illogical</p>	<p>HR, Manager</p>	
	<p>Avoid excessive emphasis on combat experience and war events, as this re-traumatizes</p>	<p>HR, Internal communications</p>	
	<p>Do not take on unfulfillable commitments to veterans or the families of the fallen: it is recommended to communicate one-year support, but to craft an action plan for long-term perspective: for children until coming of age or the employee's retirement age.</p>	<p>CSR, HR</p>	

*Often, families who received state payments decide to move, including abroad
 **For example, holding a corporate 5k run with a donation from the participants and subsequent transfer of these funds to families
Source: interviews with employers

COMPANY FUNCTION OF MANAGING VETERAN SUPPORT

CHIEF VETERAN OFFICER (CVO)



- **Improving interaction processes** and managing the return process for demobilized employees
- **Solving issues** and managing activities
- **Promoting veteran involvement** in the recruiting process
- **Promoting veteran awareness** within the company and training the team on the culture of interaction with veterans

- **Reporting to CEO-1 level** as part of HR function (recommended) or CSR/HSE/Communications

- **Managing a coordinator team** (up to 10 direct subordinates)
- **Cross-functional project management** (5 - 7 internal functions)
- **Resource budgeting** function
- **Reporting and interaction** with state authorities

PROCUREMENTS, ADMIN, HSE

- Determining interaction format and responsible administrative and economic functions
- Organizing safe workplaces and working conditions, barrier-free environment
- Ensuring necessary procurement

LEGAL

- Determining legal support format and responsible persons, their interaction with coordinators

HUMAN RESOURCES

- Within the CVO structure, allocating the function of supporting mobilized and demobilized (recommended)



TRADE UNION, INTERNAL ASSOCIATIONS (VOLUNTEERS)

- Defining the interaction format
- Stating areas of responsibility

CSR, ESG

- Integration of veteran support projects into the general CSR strategy
- Planning future activities

PR, GR, IR

- Determining strategy and frequency of external and internal communications
- Establishing ethical boundaries
- Encouraging top management to communicate



Business value (purpose of new role/function):

- Interaction with mobilized and demobilized employees for their engagement and prompt adaptation
- Return to civilian life via socialization
- Promoting respectful attitude and due regard as part of corporate social responsibility

**The basic principle:
we serve those who
have served and
continue to serve
our homeland**

Description of the role of a Veteran and Mobilized Affairs Coordinator:

KEY FUNCTIONS

- **Managing relations** of mobilized and demobilized employees with the company, **coordinating processes**
- **Solving acute or challenging issues** related to this category of employees
- **Data gathering, processing, and analysis**

REPORTING TO

- **HR**
or
- **CSR**
or
- **Occupational Health & Safety/communications**

RESPONSIBILITY

- **Coordinating 150 - 200** mobilized employees
- **Coordinating up to 50** demobilized employees

01 If only a part of the function is performed by the direct manager or colleagues, **the number of mobilized/demobilized persons per coordinator can be increased**

02 **One of the current challenges** is to set a standard operating process based on the coordinator's functions



*Assuming that the coordinator spends 15 minutes a month working with one mobilized colleague and 2 hours with a demobilized one

Source: Korn Ferry, Veteran and Mobilized Affairs Manager job description

AREAS OF RESPONSIBILITY:

Interaction with mobilized persons, veterans, and members of their families

~45 - 50% of the time

- **Communication with mobilized/demobilized/members of their families** using an agreed method and with a defined frequency
- **Ensuring support** during the recruitment of hiring veterans, the mobilization of employees, their service, discharge from service, and return to the company, until resigning
- **Gathering data and assessing social and material needs**, possibilities, and ways of solving them, proposing solutions
- **Monitoring and assessing** their occupational needs and job satisfaction
- **Organizing training and development** for veterans to improve their qualifications or retraining
- **Facilitating adaptation and integration** of veterans into the work environment, assisting in resolving conflicts or issues that may arise in the work environment
- **Providing veterans with support and advice** in difficult situations

Interaction with the manager of the mobilized/veteran and their team

~10 - 12% of time

- **Regular interaction** with the management of the mobilized/veterans and their team on monitoring the condition, needs, and opportunities to provide support. **Their involvement in solving challenging situations**, gathering general information about the adaptation progress
- **Gathering feedback** on opportunities to improve adaptation programs

Interaction with internal company support functions

~10 - 12% of time

- **Cooperation with colleagues within the company** to provide support related to assistance: medical, psychological, legal, social and financial, administrative, etc. (HR and internal training, communications, CSR, Occupational Health & Safety, internal healthcare institutions, legal, administrative functions, etc.)

Interaction with external organizations, NGOs, and support service providers

~10 - 12% of time

- **Establishing and maintaining relations** with institutions and organizations that provide support to veterans/active duty, in particular, cooperation with healthcare institutions to ensure quality medical and psychological treatment, prosthetics, and rehabilitation for veterans

Other

~20 - 22% of time

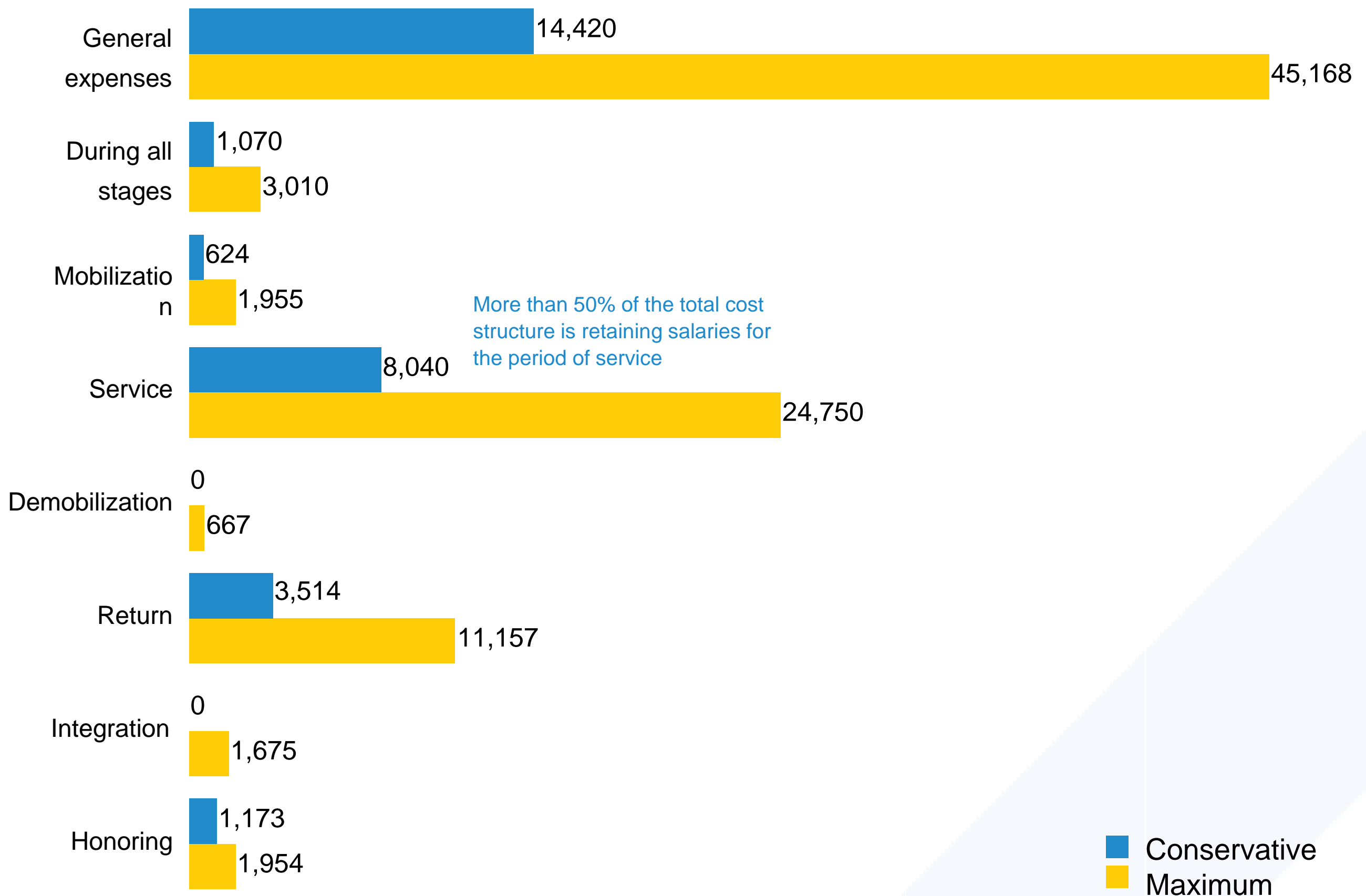
- **Arranging events** for military personnel, veterans, and members of their families, conducting training, seminars, sports, and other activities to support the physical and psychological health of veterans and their families, **promoting respect within the company**, a culture of respect and mutual assistance
- **Developing and implementing individual adaptation plans** for new veterans, tracking and evaluating the adaptation program outcome – data management and analytics
- **Arranging training and seminars to inform** about the program and facilitate the veteran's adaptation in the work environment
- **Monitoring external sources** to improve support procedures, adaptation programs, **gathering feedback** from veterans and colleagues

ANTICIPATED EMPLOYER COST STRUCTURE

The calculation model is valid as of November 2023.
The structure is intended to be discussed and interpreted by
employers given their available resources and limitations

ESTIMATED AVERAGE MONTHLY EMPLOYER COSTS

Estimated average monthly employer costs for one mobilized/demobilized employee, UAH/month



IMPORTANT NOTES:

- 01 Exemplary calculation, to be further adapted by the company
- 02 One-time expenses are re-calculated once every 12 months
- 03 Calculating the costs of re-equipping workplaces and commemorating the fallen is based on the hypothetical probability of an event occurrence

04 Undocumented expenses:

- Crowdfunding for units
- Prosthetic costs* (~€10,000 - €60,000)
- Individual social and financial support - crowdfunding for specific requests
- Setting inclusive infrastructure at the enterprise (including special-purpose vehicles)

* There are state prosthetics programs, such as Protez Hub

Source: interviews with employers

ESTIMATED EMPLOYER COSTS

Detailed breakdown of estimated minimum and maximum employer costs per mobilized/demobilized employee, UAH/month

DURING ALL STAGES

Project managers and coordinators or company employees who are additionally involved in the adaptation process (salaries)	163 - 293
Centers of expertise (HR, Occupational Health & Safety, medical check-up, occupational therapist, lawyers)	49 - 88
24-hour hotline for emergency psychological support (outsourced, 24/7)	50 - 91.67
Additional costs for regular psychological support	250 - 833.3
A separate Telegram channel for the demobilized – internal communications	0 - 29.3
Honoring fellow combatants and families of the fallen (for example, on Defender's Day) throughout the year, social and financial support – regular “parcels of gratitude”	558.3 - 1675

SERVICE COMMENCEMENT/MOBILIZATION

Interaction with military recruiting offices and exemptions are additional time-consuming tasks for civil protection experts	65.4 - 280
Aid including equipment (depending on the list of basic needs for individual equipment, clothing, kit, etc.)	558.3 - 1,675

IMPORTANT NOTES:

- 01 Exemplary calculation, to be further adapted by the company
- 02 One-time expenses are re-calculated once every 12 months
- 03 Calculating the costs of re-equipping workplaces and commemorating the fallen is based on the hypothetical probability of an event occurrence
- 04 Undocumented expenses:
 - Crowdfunding for units
 - Prosthetic costs* (~€10,000 - €60,000)
 - Individual social and financial support - crowdfunding for specific requests
 - Establishing inclusive infrastructure at the enterprise (including special-purpose vehicles)

* There are state prosthetics programs, such as Protez Hub

Source: interviews with employers

ESTIMATED EMPLOYER COSTS

SERVICE

Retained salary for the period of service 8,040 - 22,696.8

Additional healthcare assistance in case of injury 0 - 1,675

Social and financial support - **crowdfunding for specific requests: individual**

Social and financial support - crowdfunding for specific requests: for the unit - drones, night vision devices, etc. - **for the units** we take care of

END OF SERVICE/DEMOBILIZATION

Legal support - services of external or internal lawyers 0 - 666.7

RETURN/TRANSITION TO CIVILIAN LIFE (FIRST 6 MONTHS)

Packet upon return: Welcome back again packet 125 - 166.7

Additional medical and psychological examination (comprehensive check-up), determining workplace parameters 458.3 - 808.3

Additional costs for regular healthcare support (medical insurance) 1,333 - 2,150

Re-equipping the workplace or creating new adapted workplaces 558.3 - 837.5

Establishing inclusive infrastructure at the enterprise (including special-purpose vehicles)

Additional paid leave 480.7 - 961.5

Training, retraining, additional training - expenses for external training programs or internal resources 558.3 - 2,233.3

Creating new jobs (including remote ones) 0 - 4,000

CIVIL LIFE/INTEGRATION (6 - 18 MONTHS AND BEYOND)

Establishing and support of a demobilized employee's community establishment 0 - 1,675

HONORING THE FALLEN AND WOUNDED

Burial and commemoration assistance 55.8 - 279.2

Financial support to the families of the fallen 558.3 - 837.5

Financial support in case of injury causing disability 558.3 - 837.5

ASSUMPTIONS MADE WHEN CALCULATING COSTS

The number of mobilized	200 persons
The number of demobilized	50 persons
Estimated total workload for the coordinator	250 persons
Coordinator's time for one mobilized person per month	0.25 hours
Coordinator's time for one demobilized person per month	2 hours
Coordinator's salary per month min	UAH 40,667
Coordinator's salary per month max	UAH 73,200
Honoring fellow combatants and families of the fallen (for example, on Defender's Day) – min: 1 minimum wage	UAH 6,700
Honoring fellow combatants and families of the fallen (for example, on Defender's Day) – max: 3 minimum wages	UAH 20,100
Average salary (minimum threshold - minimum wage)	UAH 23,075
The company financial aid in the event of an injury - 10 minimum wages	UAH 67,000
The cost of a check-up at Medicom, a standard packet, a 50% discount for military personnel + professional neurologist advice	UAH 5,500
The cost of a check-up at Medicom, a premium packet, a 50% discount for military personnel + professional neurologist advice	UAH 9,700
Cost for contacting the emergency psychological help hotline (per event)	UAH 5,000
Subscription fee for the call center of the emergency psychological help hotline per month	UAH 50
The cumulative additional load on centers of expertise (HR, Occupational Health & Safety, medical check-ups, occupational therapists, lawyers)	30%
Probability of applying for emergency psychological help during the year	10%
At the maximum cost of 10% of the internal communications manager's time	10%
The probability of injury during service at 0 to 30% scale	30%
The probability of the event involving the workplace re-equipment at 0 to 10% scale	10%
The probability of the event involving the new job creation	10%
The probability of the event involving assistance to the families of the deceased	10%
The probability of the event involving financial aid in the event of an injury causing disability	10%

ANNEXES

Continuous communication during service is the basis of facilitating veterans' returns

SERVICE COMMENCEMENT – WAR – END OF SERVICE

- **Provide support for the mobilized employee at the beginning and during service** by the employer and the team: via a fund, trade union, or direct donations of colleagues
- If possible, **retain salaries**
- **Develop and publish a policy on benefits/support for families** in the event of an employee's death during service
- **Involve colleagues in supporting the families of mobilized employees** during the period of their absence (for example, household needs)
- In case of injury and incapacitation making the previous job impossible to fulfill – **prepare options for transfer** to another structural unit or related positions
- **Communicate the stories of fellow defenders to the team**
- **Send information about** company news

TRANSITION. RETURN

- **Arrange a meeting with the team** immediately after demobilization
- **Stay in touch during the** recovery period
- **Communicate recovery stories** after returning from service
- **Emphasize the company's care:** set the standard of corporate culture: “We care,” “We are grateful for your service”
- If applicable, **re-equip the workspace** and/or offer another/adjacent position taking into account the needs of the veteran given existing disabilities
- **Prepare the team** on issues that are inappropriate to ask and phrases not to be used
- **Create rules and mechanisms for responding to conflict situations:** whom to appeal (coordinator, HR, internal ombudsman, etc.)

CIVILIAN LIFE. INTEGRATION

- **Involve veterans** in the reintegration of other colleagues returning after service
- **Never separate categories of veterans** but focus the direct manager's attention on potential deviations in mood and non-common behavior
- Provide **more frequent regular one-on-one meetings** with the direct manager and/or coordinator if applicable
- In case of conflict situations, carefully study them and **adjust the algorithms for training the team** about the rules and specific features of interaction with veterans, their family members, and people who have experienced traumatic events
- **State expectations for the veteran** regarding interaction and integration into the team
- **Assist in veteran community establishment**

KEY ASPECTS

PREPARING THE TEAM

HOW TO TALK?

- **Communicate on safe topics** (food, life before the war, hobbies)
- **Avoid sensitive topics** (war, politics, guilt, (in)justice)
- **Follow the four conversational stages:**
 - start (“I’m a friend, I’m safe, it’s safe around”)
 - listen (“You are a friend, your opinion is important, your experience is important”)
 - help to understand (“It’s ok if you decide/plan/manage yourself”)
 - be around (“You’re safe, you’re important, you’re in charge”)

HOW TO AGREE?

- Start with an **honest and sincere** conversation about possible difficult situations
- **Agree with the veteran:**
 - Are there any situations that can be especially annoying, or affecting? Which exactly?
 - How can you deal with these situations?
 - In such a case, what do you think you should do, how should the manager and colleagues behave?
 - How can such situations be prevented in the work environment?


HOW TO SUPPORT?


- Engage in **short-term projects**
- The **veteran is not** responsible for the result
- **A veteran is part of a team** and has a specific task with a specific outcome
- **Advantages:**
 - Veterans can test themselves
 - You can test them
 - A veteran can do many “I did it” cycles (increasing value and confidence)










HOW TO DEVELOP?

- **Synchronize goals:**
 - Company plans
 - The veteran is part of these plans
 - Available career plan
- **Help restore a sense of self-worth in civilian life:**
 - “I’m needed”
 - “I am among my friends”
 - “I can manage”
 - “I’m part of the plans”

CHECKLIST FOR THE EMPLOYER AT THE MOBILIZATION AND SERVICE STAGE

 Priority issue for businesses with occupational health hazards

 Relevant for SMEs



ELEMENTS OF THE EMPLOYER'S READINESS	AVAILABILITY	
Identify the coordinator/s* to work with veterans	<input type="checkbox"/>	
Get/record contacts of family members and unit commander	<input type="checkbox"/>	
Get mobilization assistance requests/needs: How are you? How are you doing? How are you feeling? What are the needs of your family? How can we help?	<input type="checkbox"/>	
Agree on the contact frequency and communication channel with the mobilized colleague (at least once a month)	<input type="checkbox"/>	
Allocate a corporate budget/fund to support employees in military service	<input type="checkbox"/>	
Provide information to the employee about key events at the enterprise during their service	<input type="checkbox"/>	
Promote/stimulate opportunities for colleagues to support a mobilized employee with the household needs of their family members and dependent relatives	<input type="checkbox"/>	
Prepare greetings/gifts for holidays, for example, Defender's Day or the New Year (“care packages”) to children of the mobilized employees	<input type="checkbox"/>	
Keep a detailed medical record of the employee (if applicable): record injuries/traumas and health care provided during service (when, why, reason)**	<input type="checkbox"/>	









*For SMEs, if there is no possibility to allocate a separate staff unit, assign an expert and allocate them additional functions, for example, related to HR, or assign additional functions to the direct manager. The maximum workload for one coordinator is 200 - 250 mobilized employees, revision being possible depending on the manager's involvement

**For further decision-making on the possibility of returning the employee to the previous job or the need to create a new one

Source: interviews with employers

EMPLOYER'S ACTIONS (CHECK LIST) IN CASE OF INJURY

 Priority issue for businesses with occupational health hazards	 Relevant for SMEs
--	---

ELEMENTS OF THE EMPLOYER'S READINESS	AVAILABILITY	
Establish regular contact with the employee (soldier) and agree on an algorithm of actions (informing) in the event of being wounded	<input type="checkbox"/>	
Establish contact with family members , direct commander, and additional/alternative contact in case of being wounded	<input type="checkbox"/>	
If applicable, get information about the injury as soon as possible after the event occurrence	<input type="checkbox"/>	
Offer treatment assistance (financial, medical) or provide attention/psychological support	<input type="checkbox"/>	
Share personal medical record data and document medical care provided (when, why, reason) - if available/needed	<input type="checkbox"/>	
Provide a call (attention) from the head office, the highest available manager, or business owner + call once a week to maintain communication	<input type="checkbox"/>	
Find out the type of injury (temporary or permanent)	<input type="checkbox"/>	
Consider options for changing job positions , if the incapacitation is permanent (damage to hearing, vision, or limited mobility)	<input type="checkbox"/>	
Provide a temporary replacement if the incapacitation is the temporary	<input type="checkbox"/>	
Introduce a new position with new job requirements for wounded veterans (if applicable)	<input type="checkbox"/>	

Thanks for expertise and best practices



LIST OF EXPERTS INVOLVED IN THE DOCUMENT DEVELOPMENT

The sections were developed by:

- **DTEK:** Vadym Halytskyi, Yana Shuvar, Ihor Vovk
- **MHP:** Olena Boychenko
- **Nova Poshta:** Anastasiia Yalova
- **Raiffeisen Bank Aval:** Yulia Pylypenko, Vitaliy Barchi, Viktor Marchenko
- **Ukrzaliznytsia:** Olha Bezpalko
- **Ferrexpo:** Anna Adom, Serhiy Valkovy, Liubov Koziura

Participants to discussions and consultations:

- **Biosphere:** Victoria Zheldak, Tatiana Loza, Olena Shpitz
- **Kyivstar:** Artem Freiuk, Liudmyla Humaniuk
- **Lviv City Council:** Lilia Savych
- **Metinvest:** Tetiana Petruk, Oleksandr Kuzhdin, Svitlana Parova
- **Ministry of Economy of Ukraine:** Tetiana Berezhna, Andriy Duma, Roman Poklonskiy, Anna Svirdak, Olesia Kulyk
- **Naftogaz:** Roman Borysenko
- **PrivatBank:** Valeriy Kushnirenko, Viktoriia Rudenko, Anna Radysh
- **Raiffeisen Bank Aval:** Nataliia Kryzhanivska

Barrier-free experts:

- **Advisor – Presidential Commissioner for Barrier-Free Environment:** Tetiana Lomakina
- **CEO Superhumans Center:** Olha Rudnieva

The document was reviewed by:

- veterans
- representatives of NGOs, human rights centers, and volunteer projects

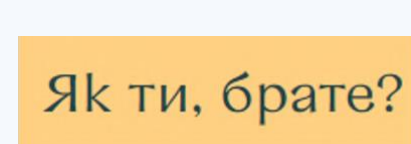
- **Ukrenergo:** Liudmyla Yeropkina, Dmytro Polishchuk
- **Ukrzaliznytsia:** Oleksandra Adaynik
- **Ukrnafta:** Oleksandr Rizenko, Yulia Tarasiuk
- **Ukrposhta:** Olena Kropyvianska
- **ArcelorMittal:** Yana Suvorova, Larysa Hnatusko
- **Carlsberg Ukraine:** Liudmyla Golynska
- **Fozzy Group:** Veronika Zalizniuk, Iryna Diachuk
- **Interpipe:** Vitaliy Pakhomov, Svitlana Manko
- **Philip Morris Ukraine:** Mykhailo Samoliak
- **StarLightMedia:** Yana Honcharenko

PARTNERS

WITH INFORMATION
SUPPORT



BASED ON
MATERIALS



DOCUMENT

PREPARED BY:

KEARNEY

Volodymyr Stetsyk

Head of Kearney Ukraine

[+380 50 386 26 05](tel:+380503862605)

volodymyr.Stetsyk@Kearney.com

 **KORN FERRY**

Roman Bondar

Head of Ukrainian office

[+38 050 469 61 09](tel:+380504696109)

roman.Bondar@KornFerry.com

Task ■ Force

Translated by **Task Force**,
a Ukrainian international
translation company

[+38 \(067\) 284 28 53](tel:+380672842853)

taskforce.ua

Mariia Kvitka

Managing associate

[+38 050 409 00 50](tel:+380504090050)

mariia.Kvitka@KornFerry.com