


# Chapter 11

## Veterans Should Be Included Too: Strategies for Promoting Diversity of Veterans in Organizations

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### **ABSTRACT**

*The transitioning of veterans from the military world to the civilian world and by extension the civilian workforce is a critical career transition. Despite their motivation and resilience, veterans still encounter a multiplicity of challenges when transitioning to the civilian workforce, which quite often has a rippling impact on their attainment of employment, job retention, and career development within the civilian sector. An added layer to the transitional challenge for veterans is organizational resistance to promote diversity and inclusion policies and practices, specifically regarding veterans. On this premise, this chapter aims to: 1) Discuss the transitional challenges of veterans to the civilian workforce and 2) Provide implementation strategies at an organizational level to promote diversity and inclusion, specifically regarding veterans.*

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## **INTRODUCTION**

The management of diversity within the business environment is crucial to success of an organization (Byrd, 2014; Byrd & Scott, 2018; Byrd & Hughes, 2018; Johnson, 2008; Thomas, 2005). If properly managed, diversity can be extremely advantageous (Davis et al., 2016; Rice, 1994; Robinson & Dechant, 1997). As posited by Foster and Harris (2005), diversity can create a competitive advantage from an organizational perspective by helping to recruit and retain the best employees. Diversity has increased creativity at an organizational level (Abaker, Al-Titi, & Al-Nasr 2019), and enhanced decision-making (Foster & Harris, 2005). However, if not properly managed, diversity can be the underpinning for conflict, which has a rippling negative impact on efficiency, quality of work innovation and increased employee turnover (Abaker, Al-Titi, & Al-Nasr 2019).

Within recent years, there has been much emphasis by leaders as it relates to the diversification of organizations. According to Liggans, Attah, Gong, Chase, Clark, & Russell (2018) “as diversity within organizations continues to rise, leaders are increasingly focused on integrating the diverse perspectives of various demographic groups into the organization and empowering all individuals” (p.140). Hence, organizations focal point should not be solely diversity but inclusion of all employees. While there is a vast amount of literature as it relates to diversity, organizational diversity, diversity management, related policies and procedures, the concept of organizational inclusion is unparalleled and has not been thoroughly explored (Brimhall et al., 2017; Nair & Vohra, 2015; Liggans, Attah, Gong, Chase, Clark, & Russell, 2018). Scholars have described the practice of inclusion in comparison to diversity in differing ways. For example, Ferdman (2014) described inclusion as “creating and embedding organizational, leadership, and interpersonal practices that result in a sense of safety, full belonging, participation, and voice across the range of diversity dimensions, without requiring assimilation or loss of valued identities” (p. 44); and Roberson (2006) described inclusion as the removal of obstacles that prevent employees from contributing. In more recent years, Shore et al., (2011) defined inclusion as “the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness” (p. 1265). Despite the varying versions of defining inclusion, the common theme that emerged regarding inclusion is the concept of employees being recognized as equals by their organization and opportunities exist that allows them to positively contribute, be fully engaged, and fitting in. Inclusion must occur despite whatever difference may exist at an individual level. On this premise, it is paramount for organizations to have policies, practices, resources, and an organizational culture that promotes inclusion. A misconception is that once organization employees appears to represent diverse demographic grouping,

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