



# Models of Success

Comcast NBCUniversal's  
Veteran Onboarding & Development Strategy



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Comcast NBCUniversal



In 2015, I was fortunate to be part of a group of industry leaders who had a desire to develop a collaborative effort to hire and retain military veterans. That group came to be known as the Veterans Advisory Council. Through its insight and vision, Mission Media was launched in September 2015. Since that time, Mission Media has held a Hiring Our Heroes job fair, launched an online HR portal of resources, hosted learning opportunities, spearheaded an industry jobs

exhibit at the Student Veterans of America national conference and more. Models of Success is Mission Media's newest initiative.

Models of Success is a collection of case studies focused on employers' best practices for recruiting, onboarding and retaining veterans and insight from veterans who have successfully transitioned into careers within the cable and media entertainment industry.

The first issue of Models of Success focused on Spectrum's veterans hiring program, and we're pleased to release this issue focused on Comcast's efforts to engage and retain veteran employees. After learning about Comcast's success strategies, please pass this document along to others throughout the industry. Together, we can strengthen our industry's veterans employment efforts.

Sincerely,

A handwritten signature in cursive script that reads "Chris".

Christopher Powell  
Founding Member, Mission Media Veterans Advisory Council  
CEO, Talmetrix

## OVERVIEW

Comcast NBCUniversal has a longstanding connection with the military community – and, today, is proud to have thousands of its teammates across the United States who serve the country as active duty members, are veterans and military spouses. From its founder Ralph Roberts, a U.S. Navy Veteran of World War II, to leaders like Neil Smit, former President and CEO of Comcast Cable and U.S. Navy SEAL, and Martha Soehren, Chief Talent Development Officer and military spouse – members of the military community have translated their unique experiences and skills to solve big challenges, inspire service to others, and make a meaningful impact on both the Company’s culture and business.

While Comcast NBCUniversal’s support for the military community isn’t new, in 2015 the company significantly expanded their commitment by establishing an ambitious goal to hire 10,000 veterans, U.S. National Guard and Reserve members and military spouses by the end of 2017. The company also launched an enhanced benefits program to support military employees and family members, as well as a dedicated Military and Veterans Affairs team to oversee enterprise-wide efforts moving forward.

In 2017, Comcast NBCUniversal surpassed that goal, and in November 2018 announced a renewed commitment to hire thousands of additional members of the military community, reaching 21,000 military hires by the end of 2021.

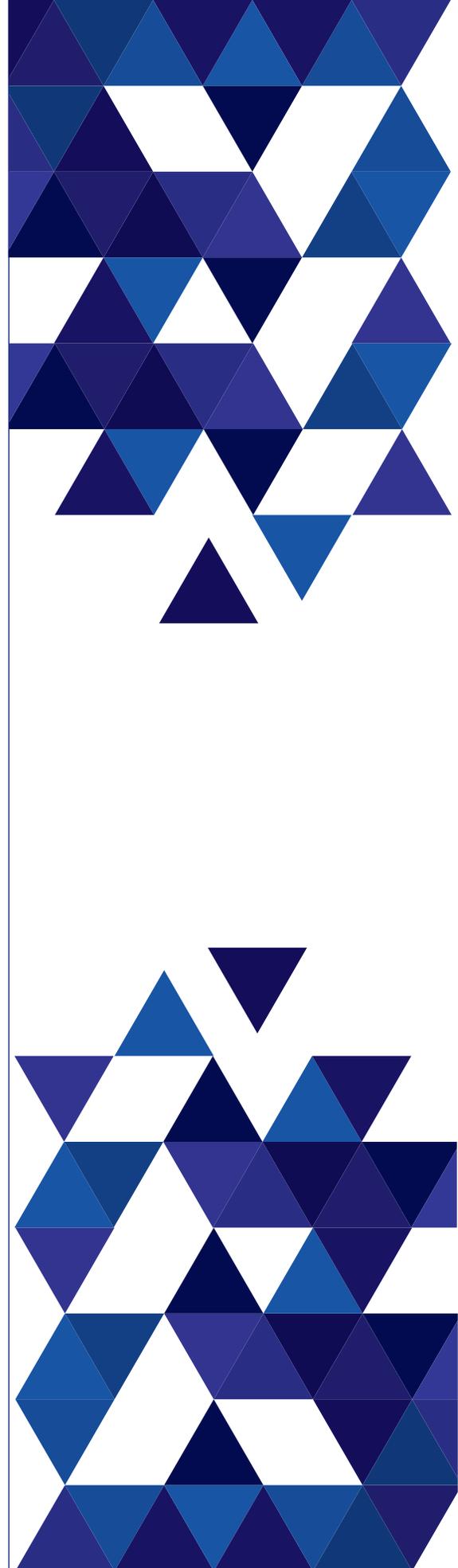
Whether it’s a service member beginning a civilian career, a veteran entrepreneur accelerating a business, or an organization working on local military initiatives, Comcast NBCUniversal is an example of a company that stands for those who have dedicated their lives to service and serves as a model for other corporations across the country.

## A DEDICATED MILITARY & VETERAN AFFAIRS TEAM

Comcast NBCUniversal developed a Military and Veteran Affairs Team to lead the company’s military community outreach efforts. With eight full-time employees who have all served our country, the team is led by U.S. Army Brigadier General (Retired) Carol Eggert. Reporting to the President and CEO of Comcast Cable, Dave Watson, the team’s mission is to develop Comcast NBCUniversal as the employer of choice for the military community, to ensure policies and procedures support the military community, to ensure that philanthropic giving is used mindfully to support key military initiatives, and to develop products and services that support the military community.

While some companies focus solely on veteran hiring, the Comcast NBCUniversal Military and Veteran Affairs team takes a holistic, end-to-end approach, which ensures customer and employee support, community impact, and partnership efforts align across the company. As of 2017, Comcast NBCUniversal signed a separate Employer Support of the Guard and Reserve (ESGR) Statement of Support in each of its 15 Comcast Cable Regions.

Comcast NBCUniversal also recognizes the unique and valuable skills and leadership that members of the military community bring to their teams and employs recruiters who specialize in veteran hiring. These dedicated hiring teams are focused on developing relationships with local veterans employment representatives, local National Guard and Reserve units, the ESGR, the Department of Defense Transition Assistance Program, colleges, and student veterans groups across the country.





The Military and Veteran Affairs team conducts frequent training for recruiters and hiring managers to help them better understand military resumes, and the team serves as “on-call” skills translators.

## **THE MILITARY COMMUNITY ROADMAP**

In order to provide information, resources, and support to teams across the company, the Comcast Military Community Roadmap was created. This internal online tool provides information for recruiters, hiring managers, leaders, HR teams, and employees about company policies and programs, partners in the hiring space (and how to connect with them) and ways to most effectively recruit and support military community employees. It also provides information on military culture, discusses rank/responsibility in the military as it relates to military jobs/specialties (noting that veterans have leadership/management experience no matter their role/job in the military), and serves as a way for local recruiting teams to share their best practices company-wide.

In addition to the roadmap, Comcast NBCUniversal has a dedicated military community page on its Careers site, including real-life stories of veterans at Comcast NBCUniversal, and how they’ve built successful careers that extend beyond their core military specialties. In addition, the Careers site features a heat map of current jobs, by location, as well as a specialized search tool to find jobs near specific military bases.

## **VETERANS NETWORK EMPLOYEE RESOURCE GROUP**

Comcast NBCUniversal is a company powered by people who come from the thousands of different communities they serve. Through Employee Resource Groups (ERGs), the company has not only created and encouraged an inclusive workplace culture but has created dedicated communities of allies and supporters focused on personal and professional development and mentoring, business product development and support, and providing volunteer support for the Company’s local communities. Comcast NBCUniversal’s Veterans Network (VetNet), one of eight company-wide ERGs, provides a means for veteran employees (and their non-veteran supporters, including military spouses and anyone not otherwise affiliated with the military) to support and promote military community causes and initiatives.

VetNet has 8,400 members with local chapters located throughout NBCUniversal locations. Over the past two year, it has led more than 100 individual community service projects.

VetNet’s mentorship program, VetConnect, allows the newest Comcast NBCUniversal employees and VetNet members to receive hands-on guidance and personal perspective from fellow Veterans who serve in leadership roles. VetConnect is about building solid, long-term business relationships and nurturing valuable professional development within Comcast NBCUniversal, thanks to the one-on-one mentoring of new veteran employees by veteran leaders across the company ([watch the video](#)). It consists of a year-long program that matches veteran mentees with mentors, who meet at least once a month to discuss professional development at Comcast.

In addition to VetNet, the company has a “Saluting Our Military Community” internal recognition program that highlights military community members’ service to our country and contributions to Comcast NBCUniversal. “Hail and Farewell” luncheons are held to honor military community members that join the company, as well as recognize National Guard and Reserve employees about



to embark on military activation and deployment, or returning from military service.

## COMMUNITY EFFORTS

With approximately 195,000 employees across Comcast NBCUniversal, a key goal of the Military and Veteran Affairs Team is to inspire everyone to recognize and appreciate the unique values and skills that the military community brings to the organization – and to help inspire service to others. Veterans and Military Families Month in November is a great example. For the last several years, this company-wide effort included internal articles highlighting military teammates' stories, as well as messages from leaders – including Comcast Cable President and CEO Dave Watson and Senior Vice President of Military & Veteran Affairs Carol Eggert – reinforcing the company's commitment to support those who serve.

The Company's 2017 and 2018 activities around Veterans Day extended to local communities, including sponsorship and participation of parades in New York City, Philadelphia, Orlando, Denver, and several other markets. As part of its goal to strengthening its commitment to the military community at large, in August 2018 Comcast announced the expansion of its signature Internet Essentials program to include low-income veterans. Internet Essentials has provided access to internet service to more than 6 million low-income Americans (including school age children) living in more than 1.5 million households. With the expanded eligibility, the program now has the potential to help close to one million veterans living within Comcast's service area.

The expansion will be furthered through new nationwide partnerships with the Elizabeth Dole Foundation and the PsychArmor Institute, two of America's leading veteran-serving non-profit organizations that will help support the creation of veteran-specific digital skills training videos and supplementary materials. These assets will be available online and delivered in classrooms at Comcast-sponsored computer labs in 10 markets. The goal is to connect more low-income veterans to Internet resources, including: online social support networks, health benefits, access to colleges and scholarship programs, digital and technical skills training programs, as well as news, games and entertainment.

## PHILANTHROPIC SUPPORT

Comcast NBCUniversal is proud to provide extensive philanthropic support to organizations affiliated or involved with the military community.

In partnership with the U.S. Chamber of Commerce Foundation's Hiring Our Heroes (HoH) initiative, Comcast NBCUniversal talent leaders have attended more than 40 job fairs in the last two years, reaching military personnel, veterans and military spouses in the U.S. and around the world. Additionally, this year the company became a founding partner of HoH's Hiring 100,000 Military Spouses campaign, which is raising awareness of military spouse unemployment and encouraging employers to make military spouse hiring commitments, ultimately resulting in a combined 100,000 military spouses hired by the end of 2021.

Comcast NBCUniversal also annually attends the Student Veterans of America (SVA) national conference (NATCON) for recruiting purposes, reaching more than 2,000 student veterans, school administrators, non-profit leaders and others.

As a member of the Veteran Jobs Mission and the sponsor of PsychArmor Institute's School for Employers Who Invest in Military Talent, Comcast



### VETNET: VETERANS NETWORK

- The VetNet mission is to support the company's veterans, active military and military spouses.
- Approximately 8,400 members in more than 20 chapters around the country.
- Acts as a support mechanism for new employees from the military community and supports retention of long-term employees.
- Provides mentorship, peer-to-peer support and service opportunities to help members grow in life and their careers.
- Open to all employees, it promotes a business culture that recognizes, supports and develops the unique characteristics of military community members and allies throughout Comcast NBCUniversal and the communities it serves.
- Members volunteer in community service project supporting the military community.
- One of eight ERGs at Comcast NBCUniversal.



NBCUniversal shares its knowledge and experience with other companies who are developing their own military community focused programs. Another key tool in this effort is the company's recently-launched partnership with the Society for Human Resource Management (SHRM) Foundation, which offers a Comcast NBCUniversal-sponsored "Veterans at Work" Certificate Program for SHRM to educate HR professionals on best practices to attract, hire and retain Veterans.

The company is also a longtime Partner Employer with the Department of Defense's Military Spouse Employment Partnership (MSEP), which connects Comcast NBCUniversal with thousands of military spouses across the globe. Comcast NBCUniversal has supported MSEP's annual meeting and partnered with MSEP to help hire military spouses at Fort Lee and Dover Air Force Base for Comcast's virtual (work-from-home) customer service locations at those installations. Based on its extensive efforts, Comcast NBCUniversal was named the 2017 #1 Military Spouse Friendly Employer by Military Spouse magazine.

## **PROFESSIONAL DEVELOPMENT**

As a company, Comcast NBCUniversal is committed to giving its teammates the support and resources they need to pursue opportunities to grow – all within the same company. The Comcast NBCUniversal Military Influencer and Leader Development (MILDev) Symposium is a professional development and networking event held at the company's Philadelphia headquarters. It is open to military community employees and VetNet members. The inaugural event, held in December 2017, was attended by 84 employees from all parts of the company. The event gives an opportunity for select military community employees and VetNet members to meet senior Comcast NBCUniversal leaders, interact with employees from across the country, share best practices, attend workshops and receive training and information that they will present at their home locations. The professional development portion of MILDev, developed in partnership between Comcast NBCUniversal's Comcast University and the Military & Veteran Affairs team, educates attendees on career and educational opportunities, wellness, how to build and maintain their personal brand, and how to improve their communication skills.

In addition to MILDev, Comcast NBCUniversal created an IT technical training program with the Society of Cable Telecommunication Engineers (SCTE) and Georgia Tech's Veteran Education Training and Transition Program (VET2) at Fort Gordon, GA. This program allows transitioning military personnel to gain certifications and experience before they leave active duty. Comcast NBCUniversal also supports the Hiring Our Heroes Fellowship program at Fort Carson, Colo. and Joint Base Lewis-McChord, Wash., which enables service members to gain corporate experience and a civilian career before they transition.

Comcast NBCUniversal accepts military experience and training in a wide variety of technical certifications and roles. Comcast NBCUniversal has a robust tuition assistance program available to all full-time employees, including veteran employees, which provides financial support for coursework, academic and financial advising services (at no cost), and discounted tuition and fees at more than 200 accredited schools. In addition, Comcast NBCUniversal publicizes efforts, such as Syracuse University's Institute for Veterans and Military Families (IVMF), that provide certifications at no cost for the military community.



## VETERAN EMPLOYEE BENEFITS

Another part of Comcast NBCUniversal's initiatives focus on providing dedicated support resources to employees who serve in the National Guard and Reserve, or who are military spouses.

As a company, Comcast NBCUniversal is committed to supporting employees' well-being inside and outside of the workplace and recognizes that many of the most important moments happen outside of work. Through benefits and other dedicated support resources, the organization is committed to provide access to the experts and care that employees need – anytime, anywhere – to help them manage through some of life's biggest moments, including preparing for and returning from active service.

For employees who continue to serve their community and nation in the reserve component, the company offers several benefits to help them balance their military and civilian careers. This effort includes providing 15 days paid time off each year (in addition to regular paid time off) for military training. If called to active duty or deployed, these employees are provided a pay differential (supplement to pay the difference between their military and civilian pay) and continued benefits. This ensures they and their families will not need to worry about finances while they serve their nation. Upon completing the 15 days of annual military paid time off, Comcast NBCUniversal provides differential pay between the employee's military base pay (exclusive of allowances and military incentive pay) and Comcast NBCUniversal salary for up to three years if the reserve component employee is called to active duty. Activated employees also receive continued benefits for up to three years and can continue to contribute to their 401(k) and employee stock purchase plan if they are receiving differential pay or can contribute full make-up contributions upon return from activation. These programs were critical to Comcast NBCUniversal's selection as a 2017 Secretary of Defense Employer Support Freedom Award recipient, the highest honor the DoD awards to employers for support of their National Guard and Reserve employees.

For military spouses, Comcast NBCUniversal developed a relocation assistance program for those who must move for a military reason. This includes a guaranteed interview (if relocating to a location in the Comcast NBCUniversal footprint), connections with talent teams from our partner companies (if out of footprint), or a generous transition package.

The company also offers a centralized, dedicated internal military concierge service to support National Guard and Reserve members and their managers.



# More Than Military Friendly. Military Ready.



Comcast invites you to visit its military job site  
at <https://jobs.comcast.com/military>

To learn more about Comcast NBCUniversal's Military Community efforts,  
please reach out to [comcast\\_military@comcast.com](mailto:comcast_military@comcast.com)



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