

# SUPPORTIVE SUPERVISOR BEHAVIORS FOR EMPLOYED VETERANS

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## BACKGROUND

- Close relationships with others can improve physical health. For example, when c Post-9/11 veterans report having trouble reintegrating back into the civilian workforce; however, little is known about the workplace support needs of employed veterans
- This study examines the critical behaviors that supervisors should engage in that support veterans in the workplace. Specifically, the study tests the usefulness of the Veteran-Supportive Supervisor Behavior (VSSB) measurement tool for identifying supportive supervisors and the work-related needs of veterans.

## RESEARCH CONDUCTED

- Focus groups were conducted with former U.S. service members in order to create the questions for the VSSB measure
- In addition, current reservists and separated service members were asked to complete a survey regarding their work, health, family, and well-being characteristics

## RESULTS

- Three key behaviors of supportive supervisors were identified in focus group discussions:
  1. A willingness to listen to challenges in juggling work and military service
  2. Taking time to learn about an employee's military service
  3. Helping employees feel comfortable with talking about military service
- Results indicated that the Veteran Supportive Supervisor Behavior (VSSB) measure (based on focus groups discussion) is a reliable and accurate tool for identifying supportive supervisor behaviors for veteran employees
- Veteran-supportive supervisor behaviors were related to higher levels of job satisfaction as well as increased feelings that work allows opportunities to feel enriched at home and vice versa (both work-to-home and home-to-work enrichment)
- In addition, veteran-supportive supervisor behaviors were related to less job turnover intentions, reduced stress, and lower reports of work interfering with family life and family life interfering with work life

## IMPORTANCE

- Supervisor support is critical to improving outcomes for employees at work and at home
- Veteran-supportive supervisor behaviors, identified by the VSSB measure, are one way in which organizations may assess and improve supervisor support.



Summary based on the following paper:

Perry, M. L., Hammer, L. B., Bodner, T. E., Anger, W. K., & Brockwood, K. J. (2018). Development and Validation of a Veteran-Supportive Supervisor Behavior Measure. *Military Behavioral Health, 1-9*.