

SUPERVISOR SUPPORT TRAINING CONTRIBUTES TO VETERAN HEALTH AND WORK OUTCOMES

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BACKGROUND

- Post-9/11 Veterans report experiencing difficulty transitioning back into the civilian workforce
- This study evaluated a Veteran-Supportive Supervisor Training (VSST) intervention designed to improve civilian workplace support for Veterans
- The objective of the VSST was to train supervisors to help create a more supportive work environment for veteran employees leading to improved health and work outcomes for current and former service members

RESEARCH CONDUCTED

- A total of 35 organizations were recruited and randomly assigned to either receive the VSST training or were in a wait list control group to receive the training after the study was over
- Within those organizations, post 9/11 service members (including National Guard and Reservists and separated Veterans) who were employed 20+ hours per week were asked to complete surveys with questions describing their work, health, and family prior to VSST intervention and 3- and 9-months following intervention

RESULTS

- The training was effective for Veterans who reported higher initial levels of supervisor support. Specifically:
 - Veteran employees with more supportive supervisors prior to intervention, reported increased physical health, reduced turnover intentions, and higher job performance following supervisor training.
- Supervisors who took the training reported that the training was important and beneficial for their understanding of veteran employees
- This study indicates that supervisor readiness and work environment are important considerations when implementing the VSST

IMPORTANCE

- Supervisors within a supportive work environment can be trained to be better leaders which may contribute to health and work outcomes of veteran employees and the workforce at-large.
- With tools such as VSST, organizations can better support U.S. Veterans and the workforce.



Summary based on the following paper:

Hammer, L. B., Wan, W. H., Brockwood, K. J., Bodner, T., & Mohr, C. D. (2018). Supervisor support training effects on veteran health and work outcomes in the civilian workplace. *The Journal of applied psychology*.