Military Deployment in the Workplace: Tips for Managers

We are all aware of the changing world situation and the current and potential deployment of armed services personnel. You, your employees, and their loved ones may be affected. In these times of uncertainty and transition, it is typical to see some impact in the workplace, as well.

What you may experience:

- Emotional reactions such as fear, anxiety, anger, crying, and/or confusion.
- Difficulty concentrating, decreased motivation, lower productivity and quality of work.
- Increased calls to family members or friends.
- Withdrawal from others (often as a "buffer" against strong feelings).
- Increased use of sick time or requests for time off to "tie up loose ends."
- Changes in normal behavior patterns unrelated to workplace conditions.
- Increased irritability and wider mood swings.

What you can do to help:

- Remind employees that you are available to listen to their concerns, particularly as they relate to work.
- Acknowledge and validate visible emotional reactions (i.e. "I know this is a difficult time for you").
- Avoid platitudes or placating responses, such as "I'm sure everything will be just fine." Allow the person to work through feelings of uncertainty, fear, or sadness over time rather than trying to "make it all better."
- Maintain as normal a work schedule as possible, making allowances for special circumstances that you feel warrant exceptions.
- Consult with Human Resources regarding company policies on military leave, compensation issues, and preparation for possible departure of employees who are reservists. Consult with HR about the resulting impact on workforce, productivity, schedules, etc.
- Express your support and appreciation for the sacrifices being made by military personnel and their families.

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Available Resources

There are many resources available to assist employees who have a family member on active duty:

The **American Red Cross Armed Forces Emergency Services** provides 24-hour assistance in contacting military personnel regarding family emergencies: 877-272-7337

The **Soldiers' and Sailors' Civil Relief Act** web site explains benefits provided: www.defenselink.mil

Armed forces affiliated groups:

US Air Force: www.af.mil/

US Army: www.army.mil/

US Army Reserve: www.army.mil/usar/

US Coast Guard: www.uscg.mil/

US Dept. of Defense Link: www.defenselink.mil/

US Marine Corps: www.usmc.mil/

US Navy: www.navy.mil/

Other military-related resources:

- Family Separation and Readiness Guide: www.afcrossroads.com/famseparation/
- Army Emergency Relief (provides emergency financial assistance to reservists and family members): 200 Stovall St., Alexandria, VA.22332. Phone: 703-428-0000 email: www.aerhq.org
- The Navy-Marine Corps Relief Society (provides financial, educational & other assistance to navy personnel and their family members): www.nmcrs.org
- US Army Community and Family Support Center: www.armymwr.com
- Air Force Aid Society: www.afas.org
- Coast Guard Mutual Assistance: www.cgmahq.org
- Department of Labor's Veteran's Employment and Training Services: 1-866-4-USA-DOL or www.dol.gov