



MILITARY TIMES
EDGE

Best for Vets: Employers 2012

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This document contains respondents between 1 and 1 inclusive.

Company information

What company do you represent?

DaVita Inc.

Are you filling out this survey on behalf of all of the company's divisions and/or subsidiaries?

- Yes
- No
- Not applicable

Please BRIEFLY describe what your company does.

DaVita Inc., a Fortune 500® company, is a leading provider of kidney care in the United States, delivering dialysis services to patients with chronic kidney failure and end stage renal disease. As of September 30, 2011, DaVita operated or provided administrative services at 1,777 dialysis facilities, serving approximately 138,000 patients. DaVita supports numerous programs dedicated to creating positive, sustainable change in communities around the world.

Where are your headquarters located?

1551 Wewatta Street
Denver, CO 80202

What is your company's website?

www.davita.com

Please estimate your company's fiscal year 2011 revenue. (Enter your response as a numeral, such as "\$20,000.")

\$ 6,500,000,000

About how many people do you employ?

41000

Section 1 of 4: Hiring and Recruiting

Does your company specifically recruit U.S. military veterans?

- Yes
- No

If so, what strategies does your company use to recruit veterans? Check all that apply.

- Attending military-specific job fairs
- Posting job openings on military-specific job boards
- Advertising in military-specific publications and websites
- Maintaining an employment website directed at veterans
- Contracting recruiters that specialize in veterans hiring
- Developing relationships with local veterans employment representatives
- Developing relationships with local Guard and Reserve units
- Developing relationships with the military Transition Assistance Program
- Developing relationships with student veterans groups and/or colleges
- Developing relationships with professional military associations
- Developing relationships with veterans service organizations
- Recruiting through current veteran employees
- Participating in the Employer Partnership of the Armed Forces
- Participating in Employer Support of the Guard and Reserve
- Participating in the Army Partnership for Youth Success program

Other

Partner with Military-to-Medicine, Milicruit, Service Academy Career Conferences (SACC). •Posting military branded messages and stories via social media/web-based networking sites (examples: LinkedIn, Facebook, Twitter). Also post on 15 nationally recognized military veteran and veteran spouse websites.

How many military job fairs did your company attend in fiscal 2011?

- 1 to 10
- 11 to 20
- 21 to 30
- 31 to 40
- 41 to 50
- More than 50

Other

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Please list the URL address of your company's military employment site.

Website

<http://careers.davita.com/DaVitaPages/military.asp> x

Does your company have full-time employees who work specifically on veterans recruitment at least 50 percent of the time?

- Yes
- No

If so, how many?

Number

1

Do recruiters, hiring managers or supervisors receive any training in military culture, structure or career paths?

- Yes
- No

If so, who receives this training? Check all that apply.

- All recruiters
- Some recruiters
- All hiring managers
- Some hiring managers
- All supervisors
- Some supervisors

Other

People Services Managers (Human Resources)

How often?

- Once
- Annually
- Biannually
- Quarterly

Other

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How do you give veterans extra help during your hiring process? Check all that apply.

- All veterans applications are marked and/or tracked as veterans
- All veterans are given contact information for staff members who work specifically with veterans
- All veterans are contacted directly by staff members who work specifically with veterans
- We do not give veterans special consideration in hiring.

Other

DaVita has identified Military Recruiting "Champions" in Operations who represent each segment of clinical and business recruiting within DaVita. In addition, we have a dedicated Military Recruiter who continuously educates the recruiting team about veteran recruitment and retention initiatives and provides resources to help them identify and educate veteran candidates about opportunities at DaVita. DaVita offers training to recruiters and People Services Managers (Human Resources) in how to read veteran resumes, how to translate veteran experience into current skills required in a DaVita role and how to manage veterans' referrals. Several recruiters also attend annual career fairs across the country and near local military bases.

What percentage of your recruiting budget for the last complete fiscal year was dedicated to recruiting U.S. military veterans?

- Zero percent
- 1 to 10 percent
- 11 to 20 percent
- 21 to 30 percent
- 31 to 40 percent
- More than 40 percent
- Do not know
- Do not disclose

How many new hires did your company make in the U.S. in fiscal 2011?

- Do not know
- Do not disclose

Number

7,800

How many of those new hires identified themselves as military veterans?

- Do not know
- Do not disclose

Number

379

Did half or more than half of all veteran hires in fiscal year 2011 receive a signing bonus?

- Yes
- No

How many of those new hires identified themselves as disabled military veterans?

- Do not know
- Do not disclose

Number

58

Does your company dedicate any effort and resources specifically to hiring disabled veterans? If so, what strategies does your company use? Check all that apply.

- Assigning staff specifically to recruit and/or work with disabled vets
- Working with Defense Department and/or VA entities responsible for disabled vets
- Working with veterans service organizations dedicated to disabled vets
- Attending job fairs specifically for disabled vets
- Providing job-search help specifically to disabled vets
- Providing skills training specifically to disabled vets
- Providing internships specifically for disabled vets

Other

DaVita has identified Military Recruiting "Champions," including a contact point for disabled veterans seeking employment opportunities and career guidance.

Is there anything else you would like to tell us about your company's recruitment and hiring of disabled veterans?

DaVita supports the Wounded Warriors Program and has a job alliance with the Disabled Veterans Outreach Program.

Is your company a member of the Military Spouse Employment Partnership (MSEP) and/or Army Spouse Employment Partnership (ASEP)?

- Yes, we participate in MSEP
- Yes, we participate in ASEP
- No, neither.

Does your company have any other hiring programs for active-duty military spouses?

- Yes
- No

If so, please describe the program.

On June 29, 2011, DaVita was honored to become one of 15 new employers to join the Military Spouse Employment Partnership (MSEP), and our Chief People Officer Laura Mildenerger signed a Statement of Support in Washington, D.C.

In a press interview with The Pentagon Channel after attending the ceremony, Mildenerger said, "Engaging with the Military Spouse Employment Partnership is a wonderful honor. This serves as an extension of our ongoing commitment to welcoming military veterans and their families into the DaVita Village. Their understanding and dedication to service excellence continues to be a tremendous asset to our goal of becoming the greatest healthcare community the world has ever seen."

The highlight video can be viewed here: <http://www.youtube.com/watch?v=omyyvPZqEh8>

Does your company pay relocation expenses for new hires?

- Yes
- No

Is there anything else you would like to tell us about your company's recruitment and hiring of military veterans?

In 2011, DaVita proudly hired more than 375 military veterans. Of those, more than 45 were hired into leadership or management positions within the Village. Veterans often manage the operations of DaVita's clinics and business offices. Because DaVita's primary business is healthcare, more than one-third of the military veterans we hired in 2011 are licensed professionals; including registered nurses, registered dietitians and social workers.

DaVita was an award winner with G.I.Jobs and CivilianJobs.com in 2011. DaVita Rx won a Patriot Award in 2011.

When asked about his decision to join DaVita in 2011, Clay Rempe, a Regional Operations Director in California said, "As a West Point Grad, I loved the higher purpose I felt when serving my country as a Captain in the U.S. Army. Now I have found my home at DaVita. I lead 350 empowered teammates across 15 clinics that give life every day! With a strong culture of values — DaVita is a great place for committed and caring leaders to succeed."

Does your company's orientation and/or onboarding process include any elements specifically for military veterans?

- Yes
- No

Does your company have any training programs exclusively or primarily for veterans?

- Yes
- No

If so, please describe them.

DaVita's Village Veterans team (current company leaders who are former military veterans) assists in the onboarding process through a mentorship model. New leadership teammates hired into the Village have the opportunity to reach out to our existing teammates for advice, help and general questions to assist in making their transition successful.

In addition, since 2005, our Redwoods Scholarship Program has brought seven military veterans to DaVita and has mentored them through various educational programs, on-site training and career enhancement programs. These veterans were then hired into leadership roles within the Village and have become part of our operational team.

Does your company provide veterans mentoring from more senior employees?

Yes

No

If your company has an employee affinity or resource group specifically for veterans and/or reservists, which of the following services does it provide? Check all that apply.

- Maintains a listserv to communicate veteran- and reservist-related news and information
- Maintains a website or intranet site for communication and networking among veterans/reservists
- Holds regular social and/or networking events for veterans/reservists
- Organizes military-related service projects
- Offers orientation help for new veteran/reservist hires
- Facilitates mentorship opportunities between veterans/reservists
- We do not have an affinity or resource group

Other

LinkedIn Veteran Networking Group: <http://www.linkedin.com/groupRegistration?gid=2804734>.

Does your company do anything else to connect veteran employees with each other?

Star Troopers — this program helps DaVita's teammates serving in the military know we care. Through Star Troopers, stateside teammates and their families in the Village are able to correspond with teammates actively serving overseas in the Army, Navy, Air Force, Marine Corps and Coast Guard. The program allows military teammates to stay connected to the Village and local activities around the Village, and to know that we're thinking of them — regardless of distance.

National Meeting Recognition - At the annual nationwide meeting, the 2,500 DaVita teammates in attendance honor all service men and women with a song tribute and expressed words of gratitude. After the ceremony, attendees write a note of thanks to active duty troops; these are then mailed in partnership with our Star Troopers program, mentioned above.

Does your company have any apprenticeships or on-the-job training programs that are eligible for GI Bill funding?

- Yes
- No

Does your company accept military experience in lieu of technical certification in any fields?

- Yes
- No

Does your company observe Veterans Day?

- Yes
- No

If so, check all that apply.

- Paid holiday for all or most employees
- Paid holiday for veteran/reservist employees
- Ceremony or event to recognize veteran/reservist employees
- Other recognition for veteran/reservist employees

Other

DaVita sends Veterans Day thank you e-cards to all veterans within the company. We also recognize and honor veterans at our annual Nationwide Meeting with more than 2,500 teammates in attendance.

Is your company involved in any programs to prepare service members for civilian careers?

- Yes
- No

Is your company involved in any efforts/programs to promote the hiring of veterans in the business community?

- Yes
- No

If so, please describe your company's involvement.

DaVita regularly attends live military-specific career events including the Service Academy Career Conference (SACC) events and local veteran career fairs near our major business offices (Denver, San Diego, etc.).

What accommodations does your company make for employees who are military spouses? Check all that apply.

- Allow them to work off-site
- Provide transfer to another company branch if their spouse is transferred
- None

Other:

We offer recruiting assistance through our Military Recruiting "Champions" to help spouses identify opportunities nationwide. DaVita operates in 43 states, and we offer numerous locations near military installations.

Is your company involved in any other military or veterans' causes or organizations?

- Yes
- No

If so, please list the organizations and describe the nature of the company's involvement.

DaVita strives to partner with local organizations in our major business markets to provide recruiting and placement services for veterans, disabled veterans and spouses looking to join DaVita.

Section 3 of 4: Reserve policies

Has your company signed a Statement of Support with the Employer Support of the Guard and Reserve, the Defense Department agency that promotes cooperation between reservists and civilian employers?

- Yes
- No

Has your company received any awards from the Employer Support of the Guard and Reserve?

- Yes
- No

Does your company have any policies to accommodate or support reservists fulfilling their reserve duty -- typically one weekend a month plus two weeks a year?

- Yes
- No

What best describes your company's pay for reservists fulfilling their normal reserve obligations?

- Their full civilian pay while receiving their military pay
- The full difference between their civilian pay and their military pay
- A percentage of the difference between their civilian pay and their military pay
- A combination of full and differential pay
- The reservist is not paid by the company during annual training

How does the company calculate pay for reservists while they fulfill their training obligation?

Teammate may use paid time off hours for training obligations.

Is there any limit on how long reservists receive pay while attending training? Exclude vacation time.

- Less than two weeks
- Two weeks
- Three weeks
- One month
- More than one month

Other:

Please describe any other policies you have to accommodate reservists' regular commitments.

Teammate may use paid time off hours for training obligations.

If deployed great than thirty days, pay differential up to 100% of salary for deployed teammates for up to five years. Must be a current employee at time of military leave.

Does your company have any policies to accommodate or support reservists called to active duty? If so, what best describes them? Check all that apply.

- Pay
- Benefits
- Social support
- None of the above

What best describes your company's pay for eligible activated reservists?

- Their full civilian pay, while receiving their military pay
- The full difference between their civilian pay and their military pay
- A percentage of the difference between their civilian pay and their military pay
- A combination of full and differential pay

Is there any limit on how long activated reservists receive company pay? Again, exclude vacation time.

- One month or less
- Six months
- One year
- Two years
- Five years
- Unlimited

Other limit:

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Are reservists who volunteer for active duty eligible for continued pay?

- Yes
- No

Is there anything else you would like to tell us about your company's pay policy for activated reservists?

If a teammate is deployed greater than thirty days, our DaVita Village Network will give a deployed teammate \$5,000 per annum when called to duty to help ease spouse and family costs on the home front. Our leave of absence team will also proactively reach out to deployed teammates upon leave to offer additional support.

What benefits does your company offer activated reservists? Check all that apply.

- Medical insurance
- Life insurance
- Promotion opportunities
- Pay raises
- Profit sharing
- Retirement fund contributions
- Sick days
- Vacation day accrual

Other

If a teammate is deployed greater than thirty days, our DaVita Village Network will give a deployed teammate \$5,000 per annum when called to duty to help ease spouse and family costs on the home front.

Does the medical insurance cover dependents?

- Yes
- No

Is there any time limit on medical coverage?

- No limit

Limit:

DaVita offers continued healthcare coverage for teammates and dependents up to 24 months if called to more than 30 days of active service. DaVita pays company portion of healthcare coverage for up to 24 months, if teammate elects to continue it under COBRA.

Does the life insurance cover dependents?

- Yes
- No

Is there any time limit on life insurance coverage?

- No limit

Limit:

DaVita offers continued life insurance for teammates and dependents up to 24 months if called to more than 30 days of active service. Teammates have continued life insurance for up to five years automatically and company paid. Dependent and Voluntary Teammate life insurance can also be continued up to five years, with teammate paying the premium.

Are reservists who volunteer for active duty eligible for these continued benefits?

Yes

No

Are there any other restrictions on who is eligible for continued benefits?

None that is specific to reservists or any military affiliation.

Is there anything else you would like to tell us about your benefits policy for activated reservists?

DaVita hopes to help bridge the gap to keep teammates whole while serving our country. Our reserve policies will be reviewed annually to keep current.

What kinds of support services does your company offer activated reservists and their families? Check all that apply.

Financial assistance

Contact with and personal support for the family

Contact with and personal support for the service member

Farewell and/or welcome home events

Programs or policies to ease reintegration

Paid time off before or after deployment (in addition to regular vacation days)

Other

Up to 4 weeks transitional time includes flexible schedule and possible Paid Time Off.

Are reservists who volunteer for active duty eligible for these support services?

Yes

No

Are there any other restrictions on who is eligible for these services?

None.

Is there anything else you would like to tell us about your support for activated/deployed reservists and their families?

DaVita offers a structured reintroduction program including formalized peer support network, up to four weeks of transitional time that may include a flexible schedule, paid time off and a gift package welcoming them home as a way of thanks.

Please check this box to confirm that you answered these questions accurately and to the best of your ability.

I have answered these questions accurately and to the best of my ability.

Click here to review your answers or print a copy for your records before submitting. Just be sure to return to this page and click "Submit."

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