



VETERAN
TRANSITION
ADVISORY
COUNCIL:

FINAL REPORT

Supporting Veterans through their transition to civilian employment in Canada

This report was produced and published by the True Patriot Love Foundation

Bronwen Evans CEO, True Patriot Love Foundation

Shaun Francis Chairman & CEO, Medcan Health Management
Chair, True Patriot Love Foundation Board of Directors



Over the past 15 years,
more than
140,000
PERSONNEL
RELEASED
FROM THE CAF
and transitioned to
CIVILIAN LIFE



contents



VTAC's mandate is to identify systemic barriers that prevent Veterans from making a successful transition from military to civilian employment, and to provide recommendations on how to address those barriers.

4 INTRODUCTION

- 4 Purpose of the Veteran Transition Advisory Council
- 12 VTAC Interim Report Findings

14 OPERATIONALIZATION OF TRANSITION RESOURCES - PHASE II

14 ONE-STOP-SHOP

- 14 Introduction
- 16 Guiding Principles for a One-Stop-Shop for Military Transition
- 16 Review of Existing Platforms for Military Transition
- 18 Recommendation: The Military Employment Transition Program
- 20 Key Success Factors Moving Forward

22 MARKETING

- 22 Introduction
- 24 Guiding Principles for a Marketing Campaign
- 25 Review of Comparable Marketing Campaigns
- 25 Recommendation: A Marketing Campaign in the Canadian Context
- 28 Key Success Factors Moving Forward

30 MENTORSHIP

- 30 Introduction
- 31 Guiding Principles for a Mentorship Program
- 32 Review of Mentorship Programs
- 34 Recommendation: Transitioning Veteran Mentorship Program
- 36 Key Success Factors Moving Forward

38 SUPPORTED EMPLOYMENT SERVICE

- 38 Introduction
- 39 Guiding Principles for a Supported Employment Service
- 40 Review of Existing Platforms for Military Transition
- 41 Feature: Prospect Business Model Case Study
- 42 Key Success Factors Moving Forward

44 CERTIFICATION

- 44 Introduction
- 45 Guiding Principles for a Certification Equivalency Program for Military Transition
- 46 Review of Existing Certification Translation Programs for Military Transition
- 47 Recommendation: The Educational Consortium via MET
- 50 Key Success Factors Moving Forward

52 CONCLUSION – VTAC FINAL REPORT

54 REFERENCES

Purpose of the Veteran Transition Advisory Council

Canada's 12-year mission in Afghanistan led to increased public attention on the Canadian Armed Forces (CAF), and opened the country's eyes to the challenges faced by its personnel and the family members who support them, both as they serve and as they release from the CAF and transition to civilian life.

Over the past 15 years, more than 140,000 personnel released from the CAF and transitioned to civilian life. The *Life After Service Survey* (2013), a telephone interview survey of Regular Force personnel who released between January 1998 and August 2012, conducted by Statistics Canada for Veterans Affairs Canada (VAC) and the Department of National Defence (DND), revealed that while the majority of personnel reported an easy adjustment to civilian life, 27% of personnel reported that they had a difficult adjustment to civilian life. The survey also included Reserve Class A/B and Reserve Class C who reported a difficulty of 11% and 24% respectively.

In January 2013, recognizing that many releasing members struggle in making the transition to civilian employment, the Minister for Veterans Affairs requested that the True Patriot Love Foundation (TPL) assemble an advisory committee to identify the hurdles that may be impeding a successful transition. In response, TPL formed the Veteran Transition Advisory Council (VTAC), bringing together representation from corporate Canada and other leaders from the military charitable sector. VTAC's work also benefited from the active participation on the council from both Veterans Affairs Canada and the Department of National Defence.

Participating Organizations



Veterans Transition Advisory Group (VTAC)

Losel Tethong
Senior Manager, Accenture

Michael Rodger
Executive Director, Accenture

Sophie Vezina
Manager, Accenture

Wayne Ingram
Managing Director, Accenture

Kevin Howlett
SVP, Employee Relations, Air Canada

Klaus Goersch
EVP & COO, Air Canada

Brent Duffin
Associate, AT Kearney

Joel Alden
Partner, AT Kearney

Andrew Knight
Manager, AT Kearney

Benjamin Gould
Associate, Barclays

Angela Mondou
President, Canada Company

Dwayne Cormier
Director of Transition Services,
Canada Company

Doug Nathanson
SVP & Chief Human Resources Officer, Canadian Tire

Sean Finn
EVP, Corporate Services & Chief Legal Officer, CN

David Miller
Assistant VP, Government Affairs, CN

Balinder Ahluwalia
Senior Consultant, Deloitte

Stephen Brown
Partner, Deloitte

Jo-Anne Flawn LaForge
Canadian Armed Forces Transition Advisor,
Department of National Defense

Julian Chapman
President, Forrest & Company,
Department of National Defense

Rakesh Jetley
Head of the Centre of Excellence on Mental Health, Directorate
of Mental Health, Department of National Defense

Garo Keresteci
CEO, Fuse Marketing, Vice-Chair, True Patriot Love
Foundation Board of Directors

Elyse Allan
President & CEO, General Electric

Peter Ringler
Chief Commercial Officer, General Electric

Greg Matte
National Executive Director, Helmets to Hardhats

Brian Read
CEO, Horizon Plastics International

Ken Taylor
President, International Cyber Security Protection Alliance

David Rawlings
CEO, JP Morgan

Drew C. McDonald
Executive Director, JP Morgan

Nancy Gore
Vice President, Knightsbridge

Victoria Davies
CFO, Knightsbridge

Gordon Moore
Dominion President, Royal Canadian Legion

Stephen Robinson
Vice President, Mandrake

Len Jillard
SVP & Chief People Officer, McDonald's

Shaun Francis
*Chairman & CEO, Medcan Health Management
Chair, True Patriot Love Foundation Board of Directors*

Jaime Watt
Executive Chairman, Navigator

Lisa Pearson
Principal, Navigator

Greg MacNeil
Senior Consultant & Research Lead, Navigator

Helena Gottschling
*SVP, Leadership & Org Development,
Royal Bank of Canada*

Tim Patriquin
Investment Advisor, Royal Bank of Canada

Joel Watson
Partner, Shibley Righton

Gabriel Granatstein
Senior Counsel, Employee Relations, Target

John See
President, TD Waterhouse

Craig Campbell
President & CEO, Total Security

Sean McMaster
*EVP, Stakeholder Relations & General Counsel,
Trans Canada*

Bronwen Evans
CEO, True Patriot Love Foundation

Richard Wajs
President & CEO, TWC International

Warren Spitz
President & CEO, UCS Forest Group

Jacques Fauteux
*Chief of Staff to the Minister of Veterans Affairs,
Veterans Affairs Canada*

Janice Burke
*Senior Director, Strategic Policy Integration,
Veterans Affairs Canada*

Jim Thompson
Medical Advisor, Veterans Affairs Canada

Mary Beth MacLean
Health Economist, Veterans Affairs Canada

Sandra Lambe
*Director, Program Policy and Outreach,
Veterans Affairs Canada*

Stewart Macintosh
National Research Manager, Veterans Affairs Canada

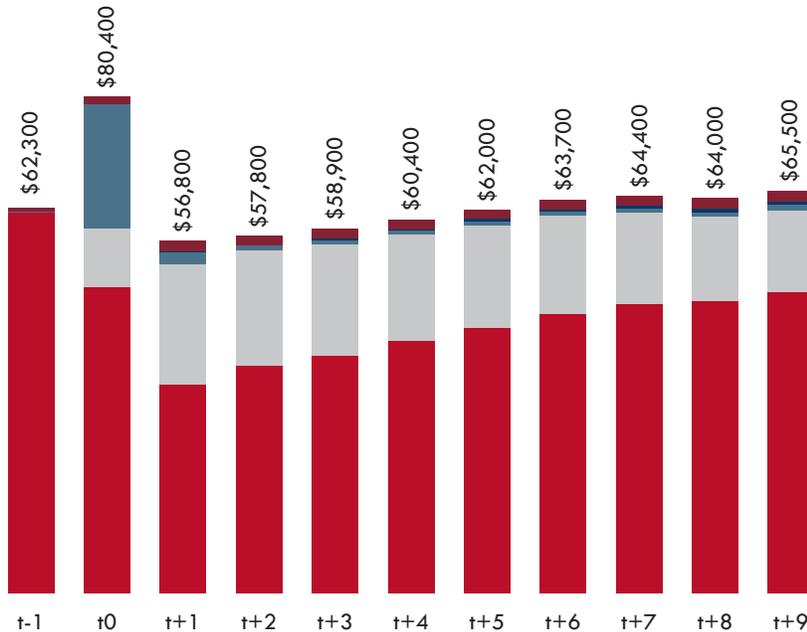
Walter Semianiw
Assistant Deputy Minister, Veterans Affairs Canada

Vince Fowler
Business Coach, Vince Fowler

Early on in its deliberations in 2013, VTAC recognized that the unemployment level for the Veteran population was no higher than the 7% unemployment rate for the general population. However, in examining the literature on post-release employment of Veterans, including two studies conducted by Veterans Affairs Canada, *Income Study* and *Survey on Transition to Civilian Life* (2010), VTAC hypothesized that the issue may be one of

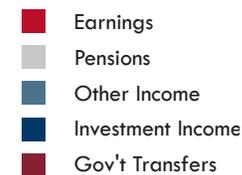
underemployment. Based on the findings, which showed a decline in income of 10% and a decline in earnings of 42% post-release (3-year average), VTAC inferred a significant decline in earning power for Veterans post-release. (Pension payments, primarily the CAF Superannuation, make up most of the difference between income and earnings.)

VETERAN INCOME POST RELEASE

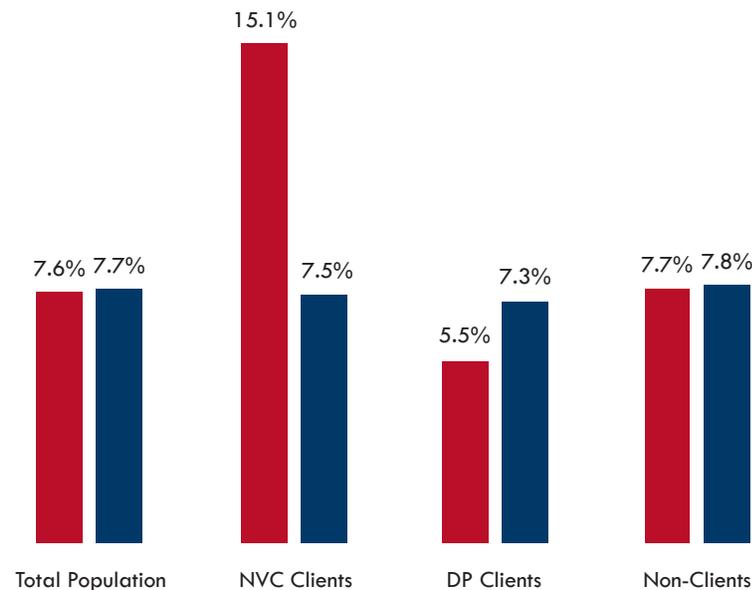


INCOME IMPACT POST RELEASE

- On average, Veteran income declined by **10%** post-release (3-year average) – however, this includes a significant severance pay boost in t0
- However, earnings declined by **42%** post release (pension payments – primarily CAF Superannuation make up the difference)
- **Therefore there is a significant decline in earning power for Veterans post-release (regardless of whether or not this is remedied by pension income)**



UNEMPLOYMENT



UNEMPLOYMENT RATE

- At the time of the survey, the total Veteran population had the **same** unemployment rate vs. the general Canadian population, **suggesting that the ability to find some type of occupation is not significantly difficult for the general Veteran group**

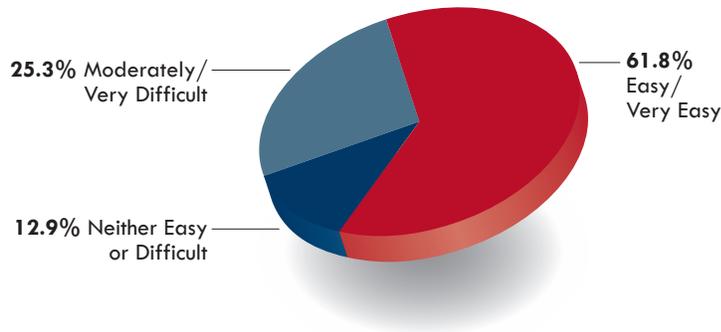


There is evidence that Veterans themselves were frustrated and disappointed with their transition experiences. In addition to the *Survey on Transition to Civilian Life*, in an online survey, 37.6% of Veterans said they did not make a successful transition to civilian life (Black, T. and Papile, C.,

2010). An in-depth, qualitative study conducted by VTAC of 25 transitioned Veterans found that 56% said their transition was moderately or very difficult.

EASE OF ADJUSTMENT & SUCCESSFUL TRANSITION TO CIVILIAN LIFE

Adjustment to Civilian Life – Veteran Population



EASE OF ADJUSTMENT

- About 1 in 4 Veterans found their adjustment to civilian life difficult – this suggests that there is a segment of the Veteran population that require some form of assistance

By our definition, underemployment is the failure to optimize employment opportunities that could greatly benefit both Veterans and employers.

VTAC's research showed that employers don't recognize how military occupation skill sets are transferable to civilian work, and that Veterans themselves struggle with understanding the transferability of their own skills.

With this background information, VTAC refined its mission to identifying the systemic barriers that prevent Veterans from making a transition to meaningful employment. In order to achieve this, VTAC's work focused on three areas:

- 1 VETERANS ("SUPPLY")** – Understanding their characteristics and challenges
- 2 CORPORATE CANADA ("DEMAND")** – Understanding their hiring practices and attitudes towards hiring Veterans
- 3 EXISTING TRANSITION PROGRAMS ("CONNECTION")** – Examining what programs are available to support Veterans in their transition and connect them with civilian employment.

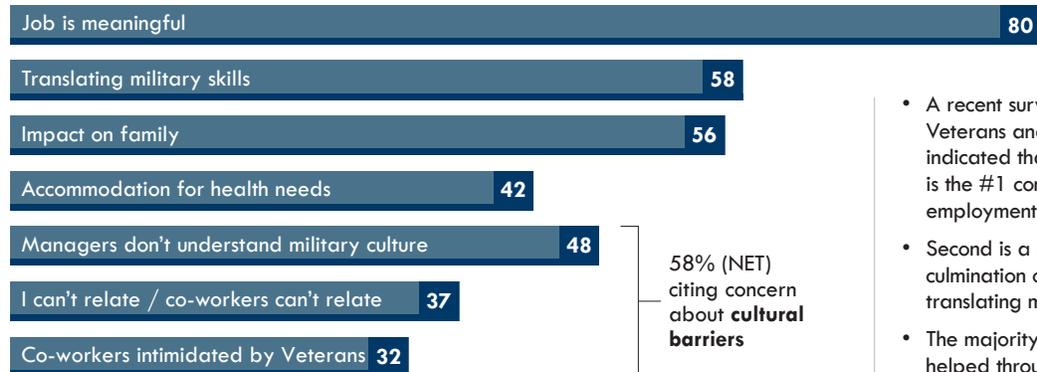


VTAC's mission:

To identify systemic barriers that prevent Veterans from making a transition to *meaningful* employment.

VETERAN CONCERNS WHEN LOOKING FOR EMPLOYMENT (US DATA)

PERCENT OF VETERANS CITING CONCERN WHEN LOOKING FOR EMPLOYMENT

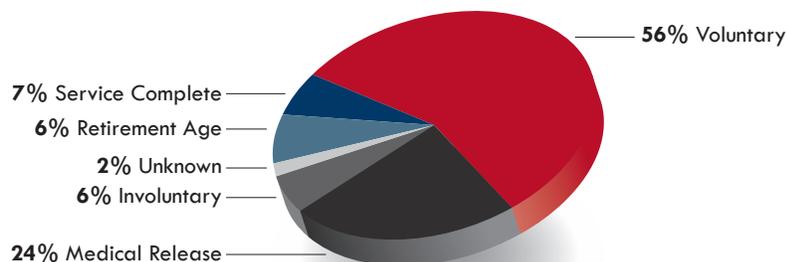


- A recent survey that polled 2,453 Veterans and soon-to-be Veterans indicated that a meaningful job is the #1 concern when finding employment
- Second is a concern over a culmination of cultural barriers and translating military skills
- The majority of these issues can be helped through Veteran-specific corporate hiring practices

To inform VTAC's understanding of the three areas, the Council performed a review of the literature and consulted with a variety of stakeholders, including corporations, government and current transition programs both in Canada and the U.S. In addition, Navigator Ltd., a national public strategy and communications firm, was engaged to conduct a survey of 850 corporate human resource departments in Canada. The survey, which was the first of its kind performed in Canada, assessed companies' attitudes towards hiring Veterans, and sought to identify potential biases that may be inhibiting Veterans from securing meaningful employment.

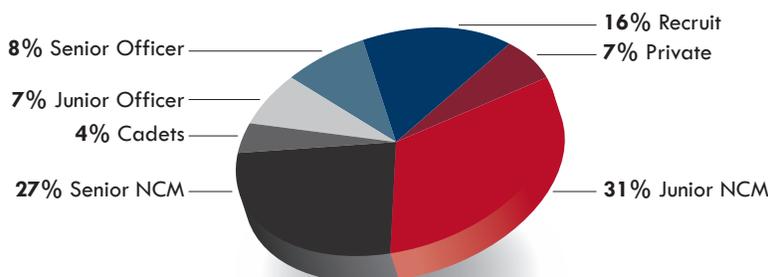
SOCIO-DEMOGRAPHIC BREAKDOWN

RELEASE TYPE



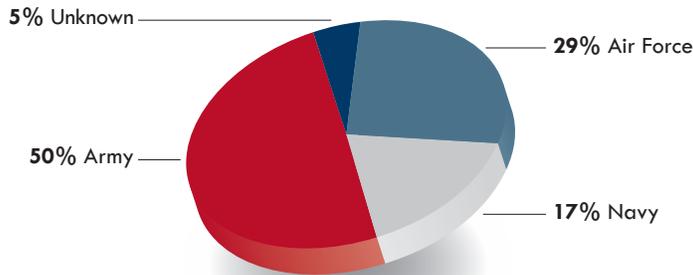
- Over 24% of Veterans are medically released
- Release type is important to determine the type of help that may be required

RANK AT RELEASE



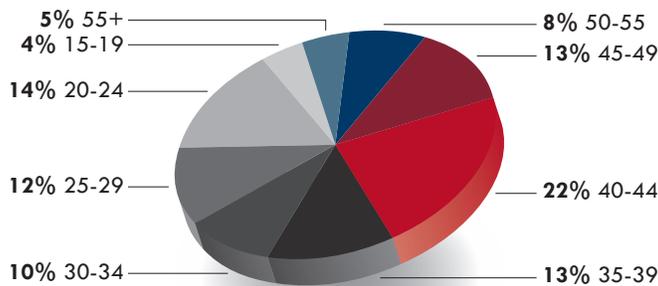
- Over 50% of the Veteran population are Non-Commissioned Members (NCMs)
- Only 15% of the Veteran population are officers

BRANCH



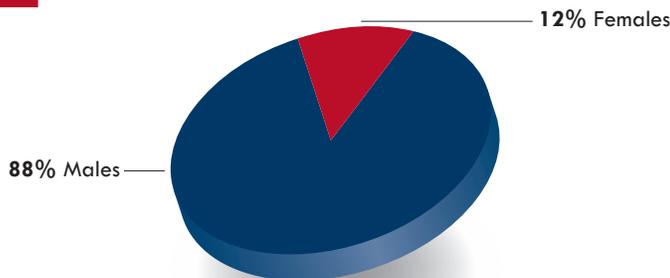
- The army represents over 50% of the Veteran population

AGE AT RELEASE



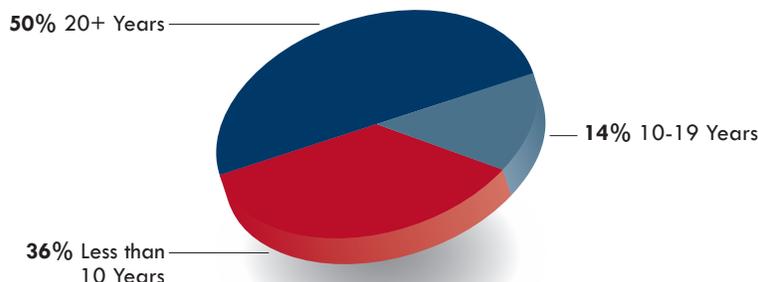
- The age at release is spread out across all ranges with relatively little concentration
- The large majority, however, are in “working age”
- The biggest group is 40-44 (22%)

GENDER



- Females only accounted for 12% of the sample population (this proportion is higher in Reserves – 21%)

YEARS OF SERVICE



- The number of years of service prior to release may be skewed towards 20 years or more because pensions kick-in after 20 years.

Source. Adapted from MacLean, MB, et al., 2011 (b), Horton, J. et al., 2013

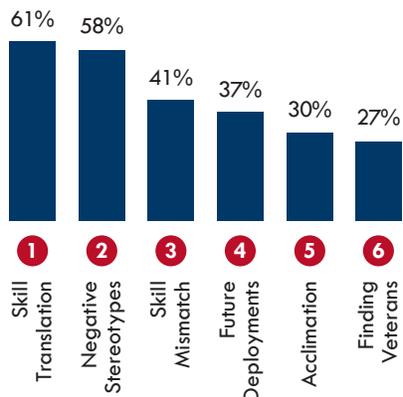
VTAC Interim Report Findings

In 2013, VTAC presented its Interim Report to the Minister for Veterans Affairs and identified the following systemic barriers:

- **MOST PRIVATE SECTOR COMPANIES ARE NOT MOTIVATED TO HIRE VETERANS:** Navigator’s survey of HR departments found that 73% of companies had no specific Veteran hiring policy and, of those companies who said that they don’t have a Veteran hiring policy, only 4% said they had plans to develop one.
- **UNDEREMPLOYMENT DUE TO A LACK OF UNDERSTANDING OF MILITARY SKILL TRANSFERABILITY:** While the unemployment rate for Veterans is the same as it is for the general Canadian population, Canadian Veterans face employment challenges. In particular, “underemployment” is a systemic challenge for the general Veteran population. Improving both Veterans’ and employers’ understanding of military skill transferability is fundamental to addressing underemployment. Unfortunately, employers are not recognizing how military occupation skill sets are transferable to civilian work, and Veterans themselves are struggling in articulating the transferability of their own skills. Consequently, employers do not take advantage of highly-skilled and motivated Veteran employees, while Veteran employees report a decrease in feelings of importance and authority in civilian employment. Navigator’s survey found that only 13% of HR departments have been trained to read resumes from military Veteran applicants. Similarly, in the U.S., “skill translation” is the top reason cited as barrier to hiring Veterans.
- **PERCEIVED NEED FOR ADDITIONAL TRAINING OR EDUCATION:** The majority of Veterans surveyed by VTAC stated that they believe that they need to go back to school for further training or certification in order to get the private sector job they desire. In Navigator’s survey, 47% of companies ranked trade skills or apprenticeship as the most important factor in getting a job, followed by a university degree (26%), college diploma (7%), length of service (6%), and last rank held (3%).
- **PERCEPTION THAT VETERAN POPULATION IS HOMOGENEOUS:** Contrary to popular belief, the Veteran population is not homogeneous and many differing needs exist. Veterans surveyed by VTAC cited the need for tailored supports to enable a successful transition. In particular, personal mentorship by a Veteran who has already made the transition to corporate employment was identified as an extremely helpful tool.
- **LACK OF SOCIAL SUPPORTS FOR VETERANS AFTER RELEASING:** For Veterans, a successful transition often means more than finding employment. It encompasses other factors such as a spouse establishing a career, which may have been difficult in the past due to frequent relocation. Despite their feelings of personal connection to the military, Veterans reported feelings of abandonment by the military after their release.
- **NO ONE-STOP-SHOP:** While there are many transitioning services available to Veterans, they are fragmented and there is not a single place for Veterans to go for information. Although there are many well-meaning public and private programs, they can be difficult to navigate. Veterans reported a stigma associated with accessing government-funded transition programs while they are still in the military, which for many means that they aren’t accessing supports early on in the transition process.
- **GEOGRAPHICAL BARRIERS:** Compared to many of our allied countries, the Canadian landscape is vast relative to our Veteran population, which can make it difficult for many Veterans to access transition services and programs and connect with peer social support networks. A survey of existing services suggests that the physical location of the services does not match geographical need. For example, the majority of the services are centrally located while the Maritime provinces have a disproportionate number of Veterans.

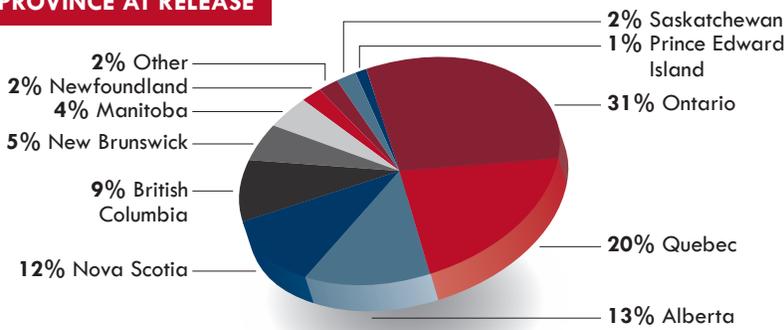
CITED BARRIERS OF HIRING VETERANS (U.S. DATA)

SURVEY RESULTS: WHY COMPANIES MIGHT NOT HIRE VETERANS



Source: Harell & Berglass, 2012

PROVINCE AT RELEASE



- There is a higher representation of Maritime Provinces at release vs. Canadian population
 - NS 12% vs. 3% CDN pop.
 - NB 5% vs. 3% CDN pop.
 - ON and BC are under-represented by -8% and -4%, respectively

Source. Adapted from MacLean, MB, et al., 2011 (b), Horton, J. et al., 2013

- **CORPORATE EMPLOYMENT RETENTION:** A successful transition is not just about finding a job; it also means adjusting to the corporate culture. In Canada, examples are emerging that support the notion that the retention of Veterans is enhanced when a company’s culture includes Veteran support networks, often developed and led by Veterans in the company who are in executive positions.

With those barriers in mind, VTAC recommended four resources to support military members and Veterans in their transition to civilian employment:

- 1 A **ONE-STOP-SHOP WEB PORTAL** to centralize Veteran transition supports
- 2 A **MARKETING CAMPAIGN** to help acquire and activate private sector employers in the mission to hire Veterans
- 3 A **MENTORSHIP PROGRAM** to offer peer-to-peer support to transitioning military members and Veterans
- 4 A **CERTIFICATION PROGRAM** to recognize military training as education and trade equivalencies

In response to VTAC’s Interim Report, the Minister for Veteran Affairs requested that the Council also address the specific challenges for transitioning ill and injured Veterans, and therefore VTAC added a fifth recommended resource:

- 5 An **EMPLOYMENT TRANSITION PROGRAM** to address the unique needs of ill and injured Veterans.

The Minister also requested that VTAC continue its work and make recommendations on the operationalization of these five resources.

VETERAN TRANSITION ADVISORY COUNCIL (VTAC)

PHASE 1		PHASE 2	
MANDATE	<ul style="list-style-type: none"> • Assess the Veteran hiring practices and attitudes of employers • Understand the challenges of the transitioning Veteran population • Review Veteran transition supports, gaps, and best practices 	MANDATE	<ul style="list-style-type: none"> • Based upon the research and deliberations from Phase 1, specifically investigate and analyze the operationalization of 5 resources: <ul style="list-style-type: none"> - One-Stop-Shop Web Portal - Marketing Campaign - Mentorship Program - Certification Program - Employment Transition Program for the Ill and Injured
APPROACH	<ul style="list-style-type: none"> • Assembled 3 subgroups to align with the mandate: Supply, Demand, and Connection 	APPROACH	<ul style="list-style-type: none"> • Assembled 5 subgroups to align with each of the 5 proposed resources
OUTCOME	<ul style="list-style-type: none"> • Interim Report 	OUTCOME	<ul style="list-style-type: none"> • Final Report

Operationalization of Transition Resources - Phase II

ONE-STOP-SHOP

➔ introduction

While there are many career transitioning services available for military members and Veterans in Canada, the supports are fragmented. This is further exacerbated by the fact that the Canadian landscape is vast relative to our Veteran population, which contributes to increasing difficulty for many Veterans to access vital career transition services and programs.

Although there are many well-meaning public and private programs, they can be difficult for their target audience to navigate and ultimately, transitioning military members and Veterans are not informed consumers of the services available to them. In a recent Prudential Financial survey, a job bank targeted to Veterans was cited as the most likely to use program. Workshops to assist with resume and cover letter writing, and interviewing skills were identified as being the most important programs for transition success. Interestingly, while over 50% said that they would very likely use a tool that would translate military skills to civilian equivalents, no such tool is available in Canada.

THE CURRENT LANDSCAPE IS FRAGMENTED AND REQUIRES BETTER COORDINATION AND CONNECTIVITY. In general, Veteran career transition services are not yet coordinated and the continuum of

services has not been mapped. The onus falls on the transitioning military member or Veteran to seek out, coordinate, and attach to appropriate services. This complexity is compounded by a lack of coordination between DND and VAC services as a member releases. As a result, services and supports are often underutilized.

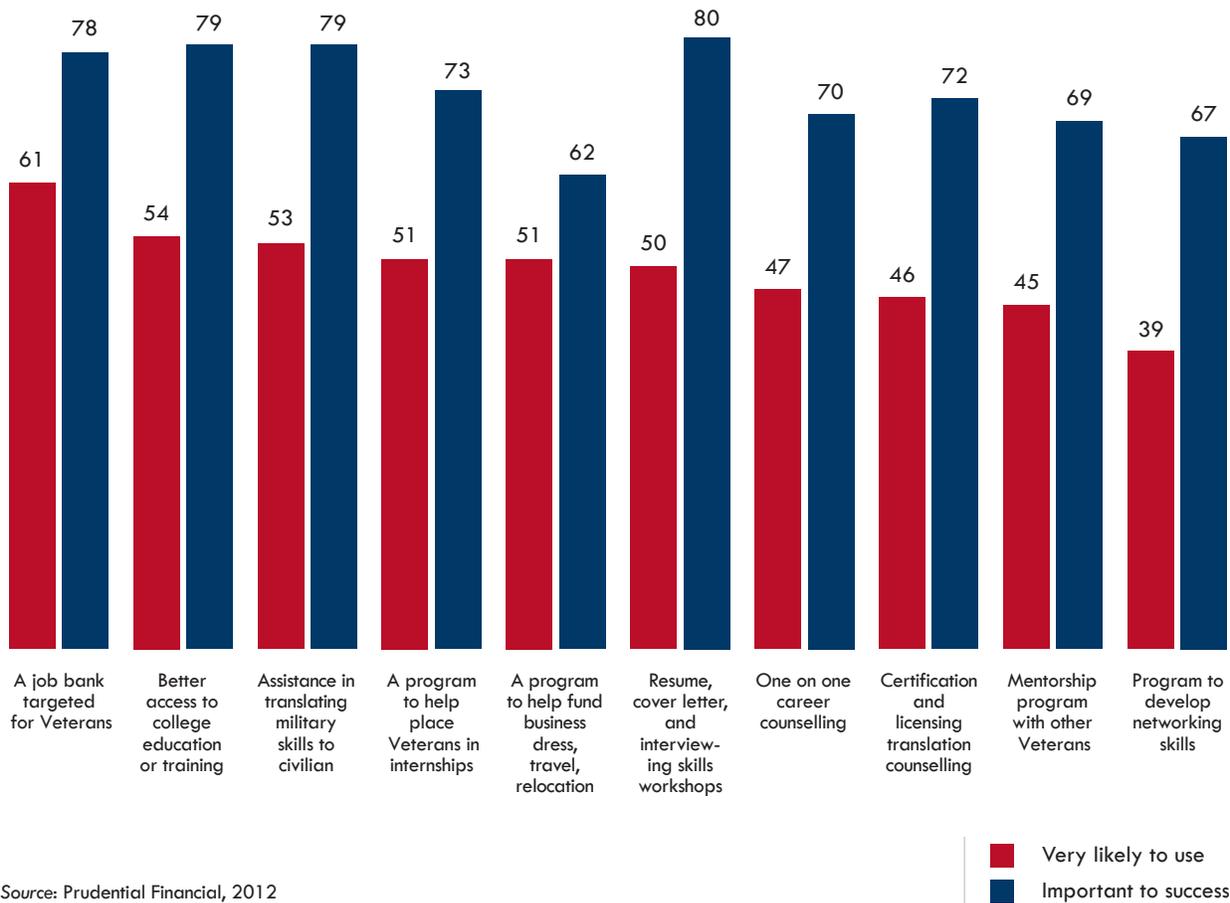
THE CURRENT SET OF SUPPORTS HAS YET TO HAVE BROAD REACH AMONG THE TRANSITIONING MILITARY MEMBER AND VETERAN POPULATION. Through a scan of existing career-focused supports, evidence suggests that these programs are not yet reaching a large cross-section of transitioning military members and Veterans. In addition, programs such as Forces@Work and UBC's Veterans Transition Network (VTN) are geographic-specific, further limiting accessibility to transition supports.

A SIGNIFICANT GAP EXISTS FOR SERVICES AVAILABLE TO TRANSITIONING MILITARY PERSONNEL PRE-RELEASE. A scan of existing transition supports revealed that very few organizations provide pre-release services. Transition must begin early to be successful and the current landscape may be indicative that transitioning military members may not be getting information early enough to make critical decisions including geographic relocation, education, and training.

Thus, a one-stop-shop is necessary to simplify access for military personnel and Veterans, to promote collaboration across transition programs and services, and to encourage military members to access supports early in the transition process. A one-stop-shop would also provide a good opportunity for employers interested in hiring Veterans.

VETERAN REACTION TO POTENTIAL NEW PROGRAMS: THIRD-PARTY PROGRAMS

Survey Results: Likelihood of use and importance to success of various new programs



Source: Prudential Financial, 2012

guiding principles

for a One-Stop-Shop for Military Transition

Through evidence identified in VTAC's research, as well as a scan of existing web portal models for Veterans and transitioning military members, a set of Guiding Principles was established for the development of a one-stop-shop customized to the Canadian context:

STRUCTURE

The one-stop shop web portal solution must be simple to use, with well-organized, process-driven content.

- The solution must be user-driven. High-touch supports and resources will be delivered through other initiatives such as the Mentorship Program.

ACCESSIBILITY

The solution must reach a broad audience and be accessible to all CAF members considering career transition, as well as Veterans.

CONTINUOUS IMPROVEMENT

There must be a governing body with the ability to evaluate the effectiveness of the portal and its content to permit its continuous improvement and evolution.

OWNERSHIP

The solution must be owned by a third party (preferably a not-for-profit) and privately funded in order to mitigate CAF members' concerns about the perception of accessing transition supports in advance of leaving the military. The content must be independent but complementary and consistent with programs offered by DND and VAC.



review

of Existing Platforms for Military Transition

1 VETNET

VetNet is an online career service for Veterans powered by Google in partnership with not-for-profit organizations, including Hire Heroes and Syracuse University. VetNet offers a full spectrum of employment resources for Veterans starting a job search, looking for mentors in a specific industry or starting a business. Transitioning service members, Veterans and military spouses on VetNet are able to connect with career services, job opportunities, and each other. There are 3 major tracks: Basic Training (resume writing workshops, database of Veteran-preferred jobs), Career Connections (video chats with industry experts, mentorship), and Entrepreneurism (access to college-level business courses), with new content being developed on a weekly, if not daily basis.

2 MILITARY.COM

Military.com is a one-stop-shop powered by Monster in the U.S. which includes resources for career transition. Military.com is the largest military and Veteran membership organization with a following of 10 million members. Military.com's free membership connects service members, military families and Veterans to a broad spectrum of services — government benefits, scholarships, discounts, mentors, and success stories.

3 HERO2HIRED

Hero2Hired is a U.S. Department of Defense program which aims to simplify the job search process for service members from the reserves by connecting them to military-friendly companies. The platform offers career exploration tools, military-to-civilian skills translations, education and training resources, as well as a mobile app.

4 100,000 JOBS MISSION

The 100,000 Jobs Mission is a U.S. coalition launched by JP Morgan in 2011, comprised of more than 190 cross-sector companies. Their original goal was to hire a minimum of 100,000 transitioning military, Veterans, and military spouses by the year 2020. The program has had significant success; their goal was achieved ahead of schedule in early 2014, and has now been revised to hire 300,000 Veterans in the same timeframe, with over 215,000 Veterans hired by the end of 2014.

The Mission is committed to positioning Veterans for long-term success and sharing best practices across the private sector as they approach their goal. The Mission engages Veterans through a web portal. Late last year, the 100,000 Jobs Mission created the Veteran Talent Exchange (VTX) which is an employer-led web tool that facilitates the sharing and referral of Veteran career profiles among coalition partners to further promote employer engagement, and escalate commitment and accountability.

5 MILITARY EMPLOYMENT TRANSITION PROGRAM (MET)

MET is a mandate from Canada Company to: (1) Provide career transition resources and networking opportunities; (2) Educate military friendly employers on transferable military skill sets, and; (3) Help build and maintain strong relationships between military friendly employers and retiring/former/current CAF members. Similar to the 100,000 Jobs Mission in the U.S., MET is building a coalition of employer partners who are collectively aiming to hire 10,000 Veterans in Canada over 10 years, while simultaneously building up a user base of transitioning members.

The MET site is primarily designed to allow users to peruse employer partner landing pages which provides information

on the firms, their interest in hiring military members, and who to contact for additional information. Resources are additionally available for employers, including information on how to become a military-friendly employer, military occupations, as well as attraction and retention strategies. This is supported by monthly meetings and quarterly reporting for employer partners. Employer partner engagement is facilitated through a monthly 'Hot Jobs' bulletin which details specific immediate-fill roles.

6 LINKEDIN FOR VETERANS

The dedicated U.S. LinkedIn access site for Veterans is a government-backed initiative which provides supports such as the Veteran Mentor Network, a list of military-friendly jobs, and tips and advice for Veterans on how to effectively use LinkedIn. In addition, transitioning military members and Veterans have the option to utilize the benefits of a complimentary LinkedIn Job Seeker subscription for LinkedIn for one year.

7 UNITE US

Unite US is a for-profit platform to help Veterans better connect with public and private agencies designed to help them transition to civilian life, as well as to help build a community that can help with post-service careers. Unite US aims to bring together disparate and disorganized options aimed to help military members and Veterans. Unite US compares itself to a hybrid between a Yelp (interactive mapping of available services) and match.com (connecting and matching individuals based upon finite interests and location which sparks discussion/interaction). In addition, it offers a professional/job facilitation component. Unite US helps individuals and organizations get involved within their communities as well as find resources (events, organizations, jobs, etc.) and individuals (fellow military members, family members, supporters) that may be able to assist through searchable fields. The platform is free for current and former military service members, families, and supporters, and monetized through organizations, which in turn can manage and engage their membership base.

8 RALLYPOINT

RallyPoint is a U.S. social media platform exclusively for verified military members which connects current and former military members and gives them a range of tools to succeed in their job search. Members can build out their own professional network, connect with other members of the military in a closed environment, and explore career opportunities, both within the military and in the private sector. Similar to LinkedIn, members build a secure military profile, emphasizing experience, skills, expertise, and education. The platform then translates members' military experience for civilian employers and connects them with companies and other Veterans seeking their skills.

RECOMMENDATION: The Military Employment Transition Program

Canada Company is a charitable organization that serves to build the bridge between corporate Canada, community leaders, and the Canadian military. The Military Employment Transition (MET) program was born out of Canada Company's desire to serve the approximate 5,000 plus individuals transitioning out of the CAF annually through a 100,000 Jobs Mission-type model.

The MET program aims to align the skills, knowledge, and experience of transitioning CAF members with the needs of employers across various industry sectors. This includes providing resources to both transitioning military members and Veterans, as well as providing an environment for them to connect.

In January 2014, the Department of National Defense announced with Veterans Affairs Canada and Canada Company, that the Military Employment Transition (MET) initiative would be a collaborative effort to support serving and released military members in centralizing supports in the form of a one-stop-shop web portal. The collaborative partnership has been a pivotal factor in streamlining efforts across all organizations, including Veterans Affairs' Hire-A-Veteran initiative which will be absorbed into the MET program, providing increased reach to over 190,000 employable Veterans across Canada.

The portal will seek to provide key content in 7 main areas:

1 SELF-EVALUATION AND CAREER TOOLS

This module will focus on both preliminary assessment as well as tactical tools. Most recently, a series of 50 short videos was launched which included military transition-specific topics such as self-assessment, market research, company research, informational interviewing, networking, cover letter writing, resume writing, and securing professional references. These modules are aligned with the specific needs of job seekers.

2 EDUCATIONAL RESOURCES

This module includes resources for those individuals considering a return back to school or pursuit of civilian certification equivalencies via the Educational Consortium (see Certification section of this report).

3 CONNECTIONS AND NETWORKING

This module facilitates an environment where transitioning military members and Veterans can connect and network with companies, employers, and industry experts.

4 ENTREPRENEURSHIP RESOURCES

This provides links to resources for transitioning military members and Veterans who are interested in pursuing their own business or franchising.

5 MENTORSHIP

This module provides one-on-one career transition support for those transitioning military members and Veterans who require additional resources as they seek employment.

6 FOR EMPLOYERS

This module provides resources for employers joining the MET coalition to hire 10,000 Veterans, Military 101 training, as well as making the business case to hire Veterans.

7 ADDITIONAL SUPPORTS

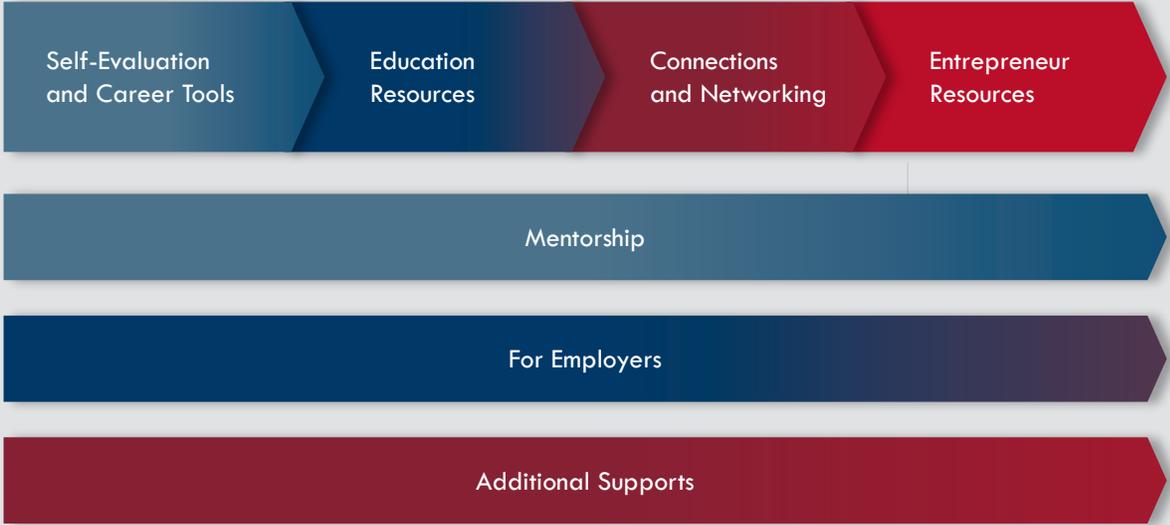
This module provides a directory to additional supports for transitioning military members and Veterans.



The MET platform was developed in partnership between Canada Company, DND, and VAC. This partnership allows MET to link to a vetting process and thereby ensure that users are, in fact, serving military members or Veterans. Although the platform is supported by DND and VAC, it solely administered by Canada Company. This mitigates military

members' concerns about indicating to their employer, DND, that they are considering transitioning options.

The MET governance structure is being expanded to include a Military Employment Transition Advisory Committee (METAC) with a mandate to discuss and review the evolution of the MET website and resources on a regular basis.



METRICS/OUTCOMES

MET's goal is to be a catalyst for the hiring of 10,000 Veterans over 10 years. Since its launch in late 2013, MET has made considerable traction with over 3,700 military and Veteran members and 200+ employer partners ready to contribute:

key success factors

moving forward

FUNDING

There is no cost to employers, transitioning military members or Veterans to enroll in the MET program. Due to the partnership with the Federal Government in developing the site, MET is prohibited from selling advertisement, engaging employer partners as site sponsors, or charging them a service fee as there are concerns of perception of preferential treatment. This severely limits funding opportunities for the MET site, and necessitates leveraging existing resources and collaborating with partners to help manage costs. As MET moves forward it will be important that Canada Company makes strategic partnership decisions to ensure the site's future. There have been discussions about implementing a founding partnership sponsorship mode that aligns with government standards as the program gains traction and employer partners make headway toward the mission to hire 10,000 Veterans.

RESOURCING

Given MET funding limitations, Veteran Affairs Canada has dedicated two to three staff members to supplement the MET resources; however, as the business plan is refined, it will be important to provide clarity around the resource commitment as well as roles and responsibilities.

VETERAN ACQUISITION

It will be vital for MET to partner with organizations to help acquire Veterans. MET has already gained traction through a collaborative partnership with DND and VAC, which increased communications to over 190,000 Veterans through the Hire-A-Veteran Initiative. Moreover, a partnership with the Canadian Forces Liaison Council has significantly enhanced recruitment initiatives within the reservist population.

In order to achieve the next stage of growth, it is recommended that the MET platform be extended to military spouses and families, similar to what the 100,000 Jobs Mission has done in the U.S. In conjunction with Military Family Resource Centres and Military Family Services Program, MET is in the beginning phases of piloting a project to include military spouses.

EMPLOYER AND VETERAN ENGAGEMENT

As the program grows, increasing employer, transitioning military member and Veteran engagement in the hiring process is essential for success. Currently, employer partner engagement is being conducted through the Hot Jobs Bulletin, where employers flag positions that need to be filled immediately to MET which manually collates them in a monthly e-mail.

In the longer-term, in order to scale the program, this manual process won't be sufficient. It will be important for MET to:

- Provide an environment for Veterans/transitioning members and employers to connect directly.
- Enable Veterans/transitioning members to post profiles/resumes which are searchable for employers.
- Enable employers to post military-friendly jobs to the closed group of Veterans/transitioning members.
- Consider implementing an algorithm to match jobs to an individual's profile.

VTAC has facilitated conversations to engage LinkedIn in this work, with a specific focus on two major projects:

• PROVIDE RESOURCES

LinkedIn has offered to provide educational resources and workshops for transitioning members on how to use LinkedIn.

• CLOSED LINKEDIN GROUP

A closed LinkedIn group can facilitate the connection of employers and Veterans/transitioning members. Participating employers are encouraged to 'share jobs' with the closed group and are also able to search through individual profiles. As of early summer 2015, MET has over 550 LinkedIn members, with 90% representing the Veteran population and 10% representing the employer population.

it is recommended to
EXTEND
the MET platform to
**MILITARY
SPOUSES AND
FAMILIES**
as in the case of the
**100,000 JOBS
MISSION**



MARKETING

→ introduction

There is opportunity to educate HR departments, hiring teams, and employers more broadly to advocate for the hiring of Veterans within their respective organizations.

The Navigator survey of 850 corporate HR departments in Canada examined companies' attitudes towards hiring Veterans, and potential biases that may be inhibiting Veterans from securing meaningful employment.

While Canadian employers think positively about hiring Veterans, very few companies have made hiring Veterans a priority.

45%

of Canadian employers think that promoting the hiring of Veterans reflects well on their company

43%

When asked about whether Veterans make stable, long-term employees, 43% of employers agreed while only 3% of employers disagreed

73%

of Canadian employers admit that their organization does not have a Veteran specific hiring initiative

35%

of employers agreed with the statement "Our organization does not need to make any special effort to recruit Veterans."

4%

of those companies that do not have a Veteran specific hiring initiative, only 4% have plans to implement one

13%

Only 13% of Canadian HR departments have been trained to read military resumes, only 3% know where to receive training on how to read one

46%

of employers believe that having a university degree is more important than years of military experience

58%

of employers agree with the statement, "A Veteran who has civilian employment experience in addition to military experience, is better suited for my organization."

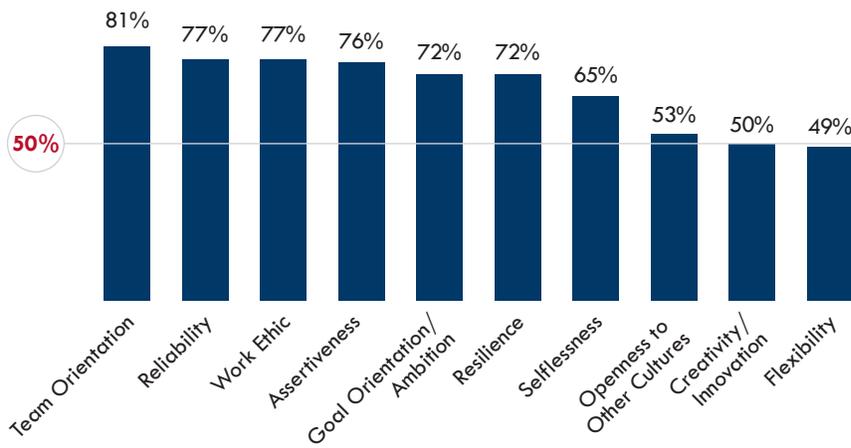
47%

ranked trade skill or apprenticeship as most important in helping a Veteran find a job in the civilian world, followed by a University degree (26%), College diploma (7%), length of service (6%), and last rank held (3%).

CORPORATE CANADA HAS LITTLE AWARENESS OF THE MILITARY OVERALL. Compared to awareness of its military by Americans, the CAF tends not to be top of mind for most Canadians. Whereas in the U.S., the military is seen as a well-respected career choice, Canadians comparatively are more indifferent about the value of military service, including recognizing Veterans as a potential source of corporate talent. As a result, hiring

policies and specialized training for HR departments are rare in Canada. The results of a survey of U.S. corporations (2011) are indicative of the differences in perceptions between the two countries when it comes to hiring Veterans; U.S. corporations rated Veteran employees as better performers than civilian employees across many attributes, including team orientation, reliability, work ethic, assertiveness, ambition and resilience.

SURVEY RESULTS: PERCENT RATING MILITARY EMPLOYEES AS PERFORMING BETTER OR MUCH BETTER THAN CIVILIAN EMPLOYMENT



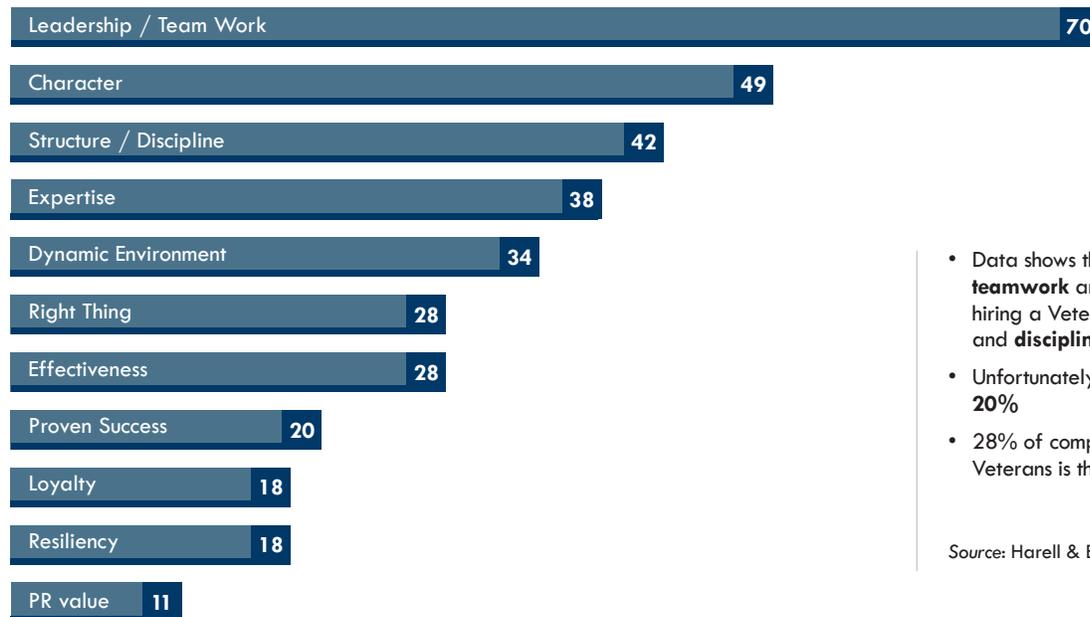
- These findings suggest that Veterans are viewed as having low creativity and flexibility, but are better off than non-Veterans in areas of team orientation, reliability, work ethic, and assertiveness

Source: Mian, 2011

A national marketing campaign would be the ideal vehicle to expedite general awareness of the CAF. The campaign should educate both Veterans and employers on the transferability of military training and experience, as well as present the business case for hiring Veterans with a focus on the positive impact they can have on an organization.

PERCEIVED REASONS CITED FOR HIRING VETERANS (U.S. DATA)

% OF COMPANIES CITING REASON FOR HIRING VETERANS



- Data shows that **leadership and teamwork** are the biggest reasons for hiring a Veteran, followed by **character**, and **discipline**
- Unfortunately, **proven success is only at 20%**
- 28% of companies cite that hiring Veterans is the **right thing** to do

Source: Harell & Berglass, 2012

guiding principles

for a Marketing Campaign

VTAC developed a set of Guiding Principles for the creation of a marketing campaign:

SCOPE



A national campaign must be two-pronged: 1) it must tap into Canadians' latent support by reminding them in general about the sacrifices made by our service men and women, and; 2) it must target the private sector and demonstrate the transferability of skills by profiling success stories of companies who have hired Veterans.

SINGLE ACCESS POINT



Communicate a single access point where corporate Canada can access tools to translate military CVs, and can connect directly with Veterans seeking employment.

LEVERAGE



The campaign must seek to educate Veterans on the transferability of their skills so that they can envisage a wide range of career opportunities. To expedite its reach, it should leverage established CAF and Veteran communications channels and networks, including MET, Treble Victor Group, and LinkedIn groups.



review

of Comparable Marketing Campaigns

1

100,000 JOBS MISSION

The 100,000 Jobs Mission, a U.S. coalition launched by JP Morgan in 2011, has an active roster of more than 190 companies, and has proven success with its one-stop-shop and marketing campaign. As a portal, the 100,000 Jobs Mission links vital resources to Veterans and employers. As a marketing campaign, the organization uniquely aims to educate and inspire employers to hire transitioning military, Veterans, as well as military spouses. Specifically, the 100,000 Jobs Mission focuses on the positive attributes Veterans bring to the workplace.

The 100,000 Jobs Mission is likely the best example of a nationwide campaign to hire Veterans. The strength of its reach across the US today can likely be attributed to its founding partners: AT&T, Broadridge Financial Solutions, Inc., Cisco Systems Inc., Cushman & Wakefield Inc., EMC Corporation, Iron Mountain Incorporated, JPMorgan Chase & Co., Modis, NCR Corporation, Universal Health Services, Inc., and Verizon Communications Inc. These founding partners have been active advocates and use their corporate platform to raise the campaign's profile and share the business case for hiring Veterans.



RECOMMENDATION: A Marketing Campaign in the Canadian Context

While the 100,000 Jobs Mission is attaining great success in the U.S., the content of their marketing campaign isn't readily transferable to the Canadian setting.

In the U.S., the military is openly recognized and embraced as a key social pillar, and celebrating the military is part of what it means to be American. In comparison, Canadians' support for the military is latent. Therefore, a Canadian marketing campaign would need to start by reminding the public of the sacrifices made by our service men and women, and the value of their occupation prior to embarking on a campaign that makes a case for hiring Veterans. Furthermore, the U.S. campaign is able to tout government-funded tax incentives for hiring Veterans – something which is non-existent in Canada.

However, there is no doubt that an effective campaign would advance the objectives of Canada Company's MET program, including the acquisition of new employer partners and further engaging existing partners. An effective campaign must deliver on 3 dimensions:

- 1** PROVIDE INFORMATION FOR CORPORATE CANADA ON WHERE TO ACCESS THE RESOURCES TO TRANSLATE MILITARY CVS SO THAT THEY CAN PROPERLY ASSESS THE TRANSFERABILITY OF SKILLS.
- 2** INSPIRE EMPLOYERS TO HIRE VETERANS BY PROFILING THE SUCCESS STORIES OF OTHER COMPANIES WHO HAVE BENEFITTED FROM THEIR SPECIALIZED TRAINING AND JOB EXPERIENCE.
- 3** PROVIDE AN ACCESS POINT FOR EMPLOYERS TO CONNECT WITH VETERANS WHO ARE SEEKING EMPLOYMENT.

There is no doubt that an effective campaign would advance the objectives of Canada Company's MET program, including the acquisition of new employer partners and further engaging existing partners.

RECOMMENDATION: A Marketing Campaign in the Canadian Context

BUSINESS CASE TO HIRE VETERANS

ATTRIBUTES OF VETERANS <i>Veterans are...</i>	EVIDENCE FROM MILITARY EXPERIENCE <i>What the CAF Teaches its Members</i>	WHAT THIS MEANS FOR EMPLOYERS <i>Private Sector Transferrable Skills</i>
<p>1</p> <p>LEADERS</p>	<ul style="list-style-type: none"> In the CAF, members have a high degree of responsibility, including the supervision, training, welfare, and performance of fellow members, both domestically and overseas. 	<ul style="list-style-type: none"> Accountable Adaptable Self-starters Resilient
<p>2</p> <p>PROBLEM-SOLVERS</p>	<ul style="list-style-type: none"> In the CAF, members are trained to engage in a variety of mission types: humanitarian, project management, combat – where success always is dependent upon a member's ability to drive intended results. 	<ul style="list-style-type: none"> High-impact decision-makers Results-oriented Flexible
<p>3</p> <p>TEAM PLAYERS</p>	<ul style="list-style-type: none"> In the CAF, members work across cultural and linguistic barriers alongside partner agencies to drive grassroots changes in dynamic environments, often putting fellow members before themselves. 	<ul style="list-style-type: none"> Service-oriented Highly committed to the organization Comfortable working with diverse background and perspectives
<p>4</p> <p>DISCIPLINED</p>	<ul style="list-style-type: none"> In the CAF, members are expected to honourably uphold the Canadian Military ethos of “Duty, Loyalty, Integrity, Honour” under the most challenging of circumstances. Members are ultimately trained to take pride in the broader success of an organization. 	<ul style="list-style-type: none"> Values-driven Strong work ethic Perseverant

The Canadian business case for hiring Veterans should showcase the affirmative qualities they bring to the workplace, how the military reinforces those qualities, and translates how these skills may be applicable to the civilian workforce.



PERCEIVED BENEFITS OF VETERAN HIRING (US DATA)

SURVEY RESULTS: PERCEIVED LEADERSHIP SKILLS THAT MILITARY EXPERIENCE ENHANCES THE MOST IN CIVILIAN JOBS



In a U.S. survey (2011), 26% of respondents said that teamwork was a perceived leadership skill that military experience enhances the most in civilian jobs, followed by striving for results, and planning and organizing.

Similar to the 100,000 Jobs Mission, the campaign must leverage the network and platform of committed employer partners to share the Canadian business case and their success stories. The fastest way to bring these dimensions to life is to personify these attributes by profiling Veterans and creating ambassadors for the campaign.

The Education and Research Institute of Canada, in conjunction with Canada Company, has recognized the need to educate employers about Veterans and the unique challenges they face as they transition. Together they developed a guide to equip career professionals with the necessary information to assist former military personnel in moving to prosperous careers after serving their country.

One of the channels that could be leveraged in raising awareness and scaling the campaign is through

the creation of a “Military-Friendly” employer award. VTAC discussed a partnership with Canada’s Top 100 Employers and there was significant interest in adding this type of award under the broader Canada’s Top 100 competition. Through the award, the campaign would generate editorial content, features, and coverage in major national publications and regional media outlets. It could also lead to a partnership with a national job search portal and allow Veterans to search exclusively for “Military-Friendly” employers. Presenting an award could offer a platform to make the case for hiring Veterans at Canada’s Top 100 Employers’ annual conference attended by over 400 HR and executive decision-makers. The MET program has also introduced a MET Top Employer Award to publicly recognize employers for their outstanding efforts in contributing to the mission to hire Veterans.

key success factors

moving forward

CUSTOMIZATION TO THE CANADIAN CONTEXT

Given the apparent differences in open affinity for the military between the Canadian population and our neighbours to the south, the approach to a Canadian campaign needs to be different. The campaign must provide broader education for Corporate Canada on the military experience to create a compelling hook to consider Veterans as a prime talent pool.

TARGET AUDIENCE

The marketing campaign must be laser-focused on hiring objectives, and speak directly to corporate Canada. Given the objective is to activate and acquire Employer Partners for the MET program, it will be incumbent upon the campaign to target the individuals with the power to make hiring decisions, including managers, heads of HR departments and CEOs. In practice, the messaging will likely differ by industry.

POSITIVE MESSAGING

The campaign must dispel any misconceptions or stereotypes of attributes of someone with a military career, and focus on the transferable and positive attributes. The campaign should not create a “crisis” by suggesting that unemployment is rampant among Veterans and, therefore, corporate Canada has a duty to hire them. Rather the campaign should convey the business case and the potential positive impact on a company’s bottom-line if they were to hire Veterans.

THE CAMPAIGN

must provide broader
education for Corporate
Canada on the

MILITARY
EXPERIENCE

to create a

COMPELLING
HOOK



MENTORSHIP

→ introduction

There are a significant number of Veterans who have difficulty transitioning. One study estimated that 25% of Veterans had a hard time transitioning to civilian life (MacLean, MB, et al., 2011 (b). Thompson et al., 2011), while another online survey cited that 37.6% of Veterans felt they did not make a successful transition (Black, T. and Papile, C., 2010). This theme is supported by transitioned Veteran interviews conducted by the VTAC in which 56% of total respondents thought their transition was moderately difficult or very difficult.

In VTAC's survey, when asked why their transition was difficult, the most common answer was 'social culture' and adjusting back to civilian life. This suggests that there are significant cultural changes while re-integrating across various dimensions of civilian life, ranging from career to family, and from relationships with colleagues to friends. Those who have already made the transition may be well positioned to bridge the disconnect between military and civilian life for newly discharged military members. The creation of a mentorship program would allow Veterans to seek out this support more formally and perhaps enable an easier transition.

THERE IS A NEED FOR PEER-TO-PEER MENTORING TO AID IN EMPLOYMENT

TRANSITION. In VTAC's interviews of transitioned Veterans, many respondents stated that a continued sense of community through support from other Veterans or the military community was crucial to a successful transition. Respondents recommended that creating programs that allow Veterans to meet others for mentorship and support could be helpful. (Note: Although social support was not a prompted answer, it turned out to be one of the number one recommendations by Veterans in the interviews.) A

Prudential Financial study (2012) noted that 45% of Veterans surveyed would be very likely to use a mentorship program, while 69% stated that it would be important to their success.

INFORMAL PEER-TO-PEER MENTORSHIP IS HAPPENING CURRENTLY WITH SOME SUCCESS.

In Canada, there are a few informal mentorship supports, including a networking group called Treble Victor where transitioned Veterans mentor Veterans who are transitioning. In VTAC's interviews, Veterans who reported a successful transition attributed the success to informal mentorship by someone who had already transitioned. However, the majority of Veterans interviewed said that they did not find their general military network helpful for obtaining civilian employment, further supporting the need for a formalized program to 'find a mentor'.

A program dedicated to matching new Veterans with successfully transitioned Veterans may prove to lead to a more successful and broader cultural transition. The few networks that exist through Treble Victor, Canada Company, and Helmets to Hardhats could be leveraged in establishing a national mentorship program.



guiding principles

for a Mentorship Program

Through evidence identified in VTAC research as well as a scan of mentorship programs, a set of Guiding Principles was established for the development of a mentorship program:

STRUCTURE

The mentorship program should augment existing resources by providing one-on-one, high touch support to optimize outcomes for those facing greater barriers to employment.

- The program should offer peer-to-peer support, linking mentors with mentees who share interests, industry preferences, and experiences.
- The program should provide expert advice to mentees on CV writing, job interviewing, career searching, etc.
- The program should be flexible by allowing mentors/mentees to set their own individual objectives, timelines, meeting frequency, and medium through which to connect.

CONTINUOUS IMPROVEMENT

The program needs to be evaluated, measured and developed to include support mechanisms for feedback.

ACCESSIBILITY

The program needs to be accessible to all those who need support, while having the capability to restrict access to those individuals with a military service number.

- The program needs to respect anonymity for those individuals who don't want to be identified.

LEVERAGE

The program will seek key corporate and not-for-profit-partners to encompass a diversity of employment interests, and it should leverage existing mentorship programs.

INTEGRATION

The mentorship program should integrate with the one-stop-shop web portal.



review

of Mentorship Programs

Given that a broad and formalized mentorship program for military transition does not yet exist in Canada, VTAC examined established non-military mentorship programs to determine best practices for a new program. VTAC mapped the lifecycle of the mentorship interactions to frame specific questions when evaluating existing mentorship programs.

The lifecycle of the mentorship interaction was divided into 5 steps:



1 ACQUISITION

In evaluating mentorship programs, acquiring suitable mentors was commonly referenced as the most challenging and time-consuming aspect of running mentorship programs. Higher mentor acquisition rates were associated with formal recruiting, compared to ad-hoc approaches through e-mail and personal contacts. Opportunities to partner with existing networks of Veterans and currently serving members and acquire their members as mentors would help expedite the process.

Alumni programs for universities, such as the Rotman School of Management at the University of Toronto and the Ivey Business School at Western University, require industry experience and they vet mentor candidates through a profile review and interviews. Treble Victor requires sponsorship from current members in order to join their organization, and new members can opt to become a mentor. Another organization called Ten Thousand Coffees employs a more open network and relies on the mentee to vet the mentor they select.

2 TRAINING AND PREPARATION

Many mentorship programs provide training and reference materials to both mentors and mentees to improve the effectiveness of the interaction. For example, the Rotman School of Management provides developmental training for both mentors and mentees to establish best practices for mentorship partnerships and set expectations. Mentor toolkits include common career resources such as resume tips, student resources, and hiring trends for reference. Training ranges from reading materials to in-person or virtual seminars.

Manually matching participants makes it easier for the participants at the outset; however, self-serve matching is usually more common in organizations whose resources are more limited.

3 MATCHING MENTORS AND MENTEES

Manually matching participants makes it easier for the participants at the outset; however, self-serve matching is usually more common in organizations whose resources are limited. Manual matching, like at the Rotman School of Management at the University of Toronto, removes the selection onus on the mentee by facilitating an introduction to a mentor. Self-serve options are more common because they are lower cost. For example, the Ten Thousand Coffees program allows mentees to search for mentors and provide relevant information in their meeting invitation to help ensure the best match. Similar processes occur for the Ivey Alumni program where mentees can search the alumni database across dimensions such as industry, organization, and background information to guide their selection. Similarly, the Treble Victor Group utilizes a closed LinkedIn Group to facilitate self-directed search functionality.

4 MENTORSHIP

Most programs surveyed provided limited oversight of meeting frequency and mentorship interaction as they view informality as a key success factor. Formalities could include minimum meeting frequencies, progress tracking, and paperwork. The Rotman School of Management currently sets a minimum of quarterly meetings between mentors and mentees, and sets guidelines for meetings and objectives. Other more informal programs set guidelines without strong policing, which may contribute to their ability to grow more quickly and retain mentors over time. Ten Thousand Coffees requires mentors to commit to a single meeting, but thereafter mentorship partnerships may progress outside of the bounds of the program. Similarly, Treble Victor Group requires a commitment from members to respond to inquiries within 5 business days, but does not provide guidelines for interactions beyond that.

5 CLOSE OUT

Mentorship programs that are not constrained by timelines, such as the school year, tend to leave close-out to the mentor and mentee. For example, a mentor and mentee decide together whether to continue to pursue their partnership following a coffee meeting as a part of the Ten Thousand Coffees program. Informal solicitation for continued mentorship occurs organically and frequently with both the Ivey Business School at Western University and Treble Victor Group. Regardless, the close-out is an important opportunity to obtain feedback in order to improve the program. In practice, this seems to happen most often in an informal capacity.

RECOMMENDATION: Transitioning Veteran Mentorship Program

As MET grows, a mentorship program is a natural extension of its services.

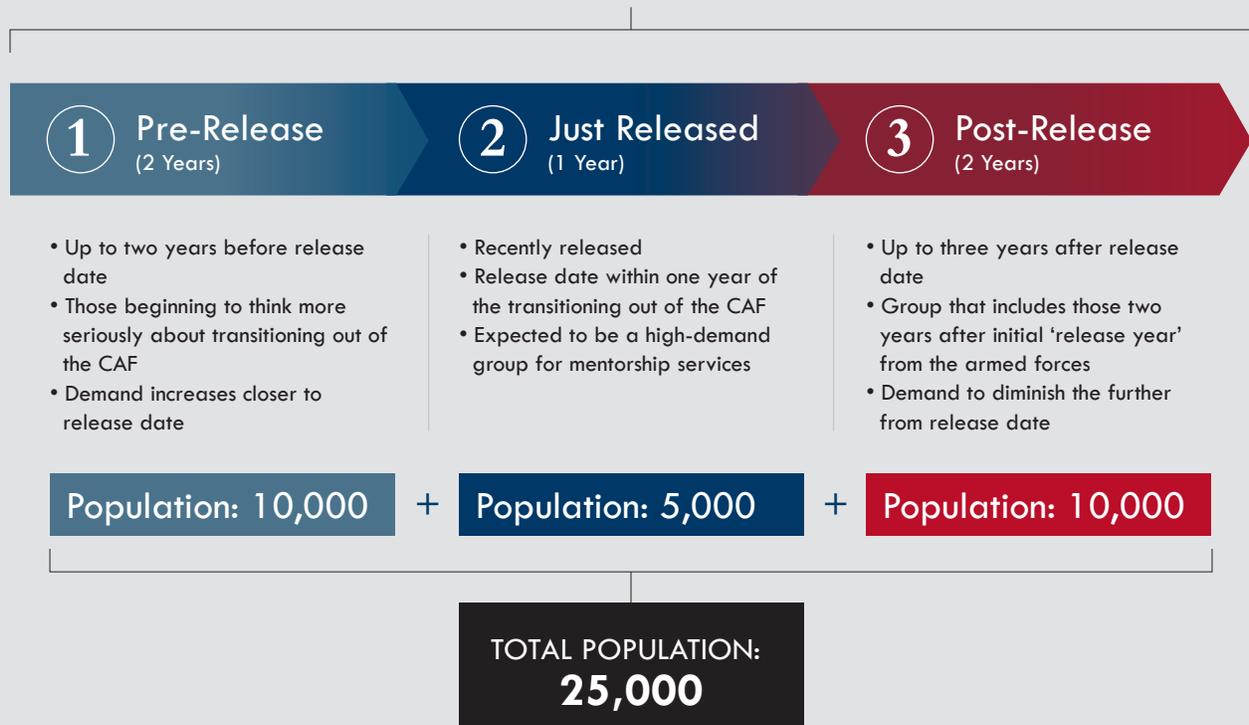
As MET grows, a mentorship program is a natural extension of its services. The mentorship program could leverage MET’s captive target population of transitioning military members, as well as Employer Partners who have identified Veteran hiring as a strategic priority. Further, these Employer Partners are well positioned to help contribute to the pool of potential mentors, including Veterans who have successfully made the transition to a career in their companies.

Recognizing this opportunity, MET has set up a small mentorship program with a roster of 10 mentors. Through

efficiencies, there is an opportunity to scale the program in order to contribute to the goal of hiring 10,000 Veterans over 10 years.

As the MET program recognizes, Veterans approaching release and immediately following release are a natural target group requiring employment transition services, and it would therefore make sense to focus on this group for mentorship services as well. There are approximately 25,000 Veterans from the Regular Force who will release over a span of five years.

MENTORSHIP SERVICES – IMMEDIATE NEED

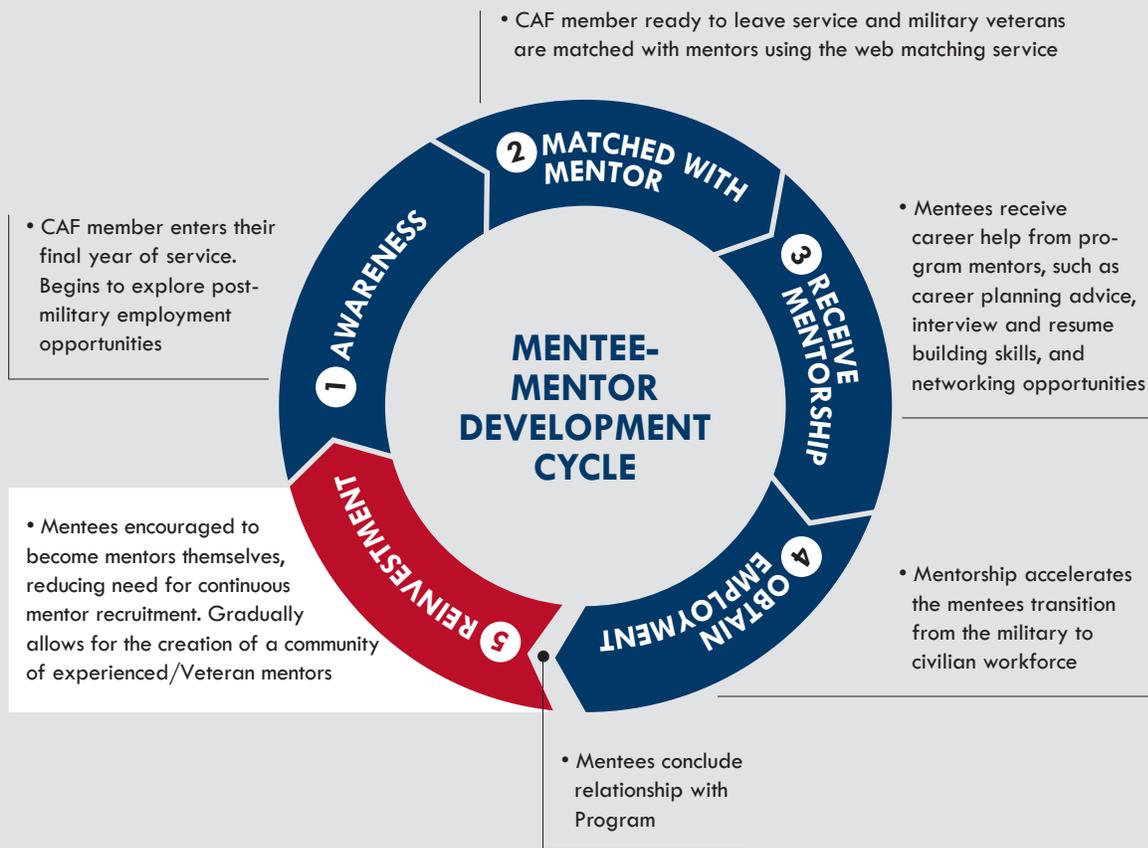




Attracting mentors from existing MET Employer Partners as well as other Veteran alumni and affinity groups will be essential to the success of the program.

Attracting mentors from existing MET Employer Partners as well as other Veteran alumni and affinity groups will be essential to the success of the program. Further, ensuring a sustainable, long-term supply of mentors will require the reinfusion of prior mentees into the mentor pool.

A pilot project built off the MET program that incorporates the phases above would provide the opportunity to test the waters for corporate interest in covering the costs of the program through in-kind and cash sponsorship. Usage, client satisfaction, effectiveness in the employment search, and cost would be important to measure to make a case for growing the program.



key success factors

moving forward

MENTOR RECRUITMENT

Given mentors are volunteers, it will be important to recruit on an ongoing basis to ensure there is an active pool of available and eager individuals to connect with transitioning Veterans. Recruiting mentors is difficult and therefore continuous recruitment needs to be a priority.

TRAINING

Training of both the mentors and mentees is vital to the quality of the interaction, and must include at its core an understanding of the need for mutual respect for each other's time and commitment. Mentees must come prepared with thought-out questions and goals, and a strong commitment to accountability so that mentors are willing to invest in the mentees by providing advice and making connections to their network. Given the ongoing nature of recruitment, training materials should be available online.

MENTOR MATCHING PROCESS

Although many mentorship programs employ manual matching of mentors and mentees, in practice this is time consuming and costly. Given the success of the program lies in the success of the relationships built between mentors and mentees, allowing mentors and mentees to match freely is the preferred option. In addition, there may be opportunities to help make mentor and mentee suggestions through search criteria or commonalities in profiles identified by a technology platform to further automate the matching process.

TECHNOLOGY

The technology platform must be user-friendly, customizable, and scalable. As well, it must have functionality to build and search profiles, as well as provide a channel of communication for potential mentor-mentee matches. Applications such as R/Ally were explored in the research process. R/Ally is a collaboration platform most commonly used to promote employee collaboration and skill discovery; however, the mechanics are well-suited to a mentorship program. It offers a secure, closed-group application, the opportunity to pose questions to the group to seek collaborators, and a matching process based upon required or possessed skills.

TRAINING

of both the mentors and mentees is

VITAL TO THE
QUALITY OF THE
INTERACTION,

and must include at its core an
understanding of the need for

MUTUAL RESPECT

for each other's time and
commitment.



SUPPORTED EMPLOYMENT SERVICE

→ introduction

It is no surprise that the ill and injured Veteran population requires additional supports to aid in a smooth transition to gainful civilian employment. Self-directed programs such as Canada Company's MET reach a broad transitioning military and Veteran population through providing a comprehensive baseline level of support, but sometimes it is not enough.

The medically-released population (approximately 24% of the total releasing population) has a higher unemployment rate compared to the general Veteran population (MacLean, MB, et al., 2011 (b), Thompson et al., 2011). Although VAC offers transition programs for those who are officially medically released, for a variety of reasons not all ill and injured Veterans are registered with VAC as clients.

EVERY EMPLOYMENT INDICATOR SHOWS THAT THE MEDICALLY RELEASED ARE WORSE OFF. With the exception of those who have access to disability or pension assistance, the medically released experience higher comparative unemployment (VAC clients experience 15.1% unemployment compared to 7.6% for the total Veteran population), lower income post-release, lower skill relevance, and lower status transfer. In one sample size, this group saw a 29% decline in income and a staggering 63% decline in earnings in a

three-year, post-release period. Data shows that only 8% of the medically released are unable to work. Therefore, the remaining 92% represents a significant opportunity for employers to leverage a talent pool with strong military experience (MacLean, MB, et al., 2011 (b), Thompson et al., 2011).

ELIGIBILITY FOR VETERANS AND THEIR FAMILIES FOR GOVERNMENT SUPPORT IS LIMITED TO VAC CLIENTS. VAC clients – many of whom have been medically released - represent a subset of the Veteran population. However, there are additional vulnerable groups who could benefit from transition supports, including non-VAC clients with service-related injuries, those with non-service related injuries, and those with minimal or no civilian experience prior to joining the military, as well as military spouses.

EMPLOYERS MAY BE RELUCTANT TO HIRE ILL AND INJURED VETERANS. The ill and injured

population is doubly challenged in that they may experience personal barriers (physical and/or mental) to gaining employment, and employers may be hesitant to hire people with disabilities. Employers' reluctance may be amplified by negative stereotypes related to having a military background. Although many employers recognize the leadership and teamwork experience that military experience fosters, only 20% of employers cited that they would hire Veterans based on a successful

military career in the survey conducted by Navigator. There is no doubt that education of the private sector is required in order to combat stereotypes and translate relevant skills. In addition to the social and emotional costs of unemployment and underemployment, the economic costs and reputational consequences when our CAF personnel and Veterans are unable to fulfill their potential must also be taken into consideration.



guiding principles

for a Supported Employment Service

Based on VTAC research and a review of the existing supports for the ill and injured population, VTAC developed a set of Guiding Principles for the development of a supported employment service:



SCOPE

The Supported Employment Service should provide one-on-one, high-touch, customized support to the Veteran population who requires additional support.



PRIVACY

The solution should respect the privacy of the ill and injured population.



CONTINUOUS IMPROVEMENT

The results of the program should be measurable, and there should be a feedback mechanism for both employers and Veterans.



WHITESPACE

The solution should seek to bridge the gaps in the services that are currently provided.



LEVERAGE

The solution should retain key employer partners by engaging both the executive leadership and hiring decision-makers in placing Veterans for internships and permanent jobs.



review

of Existing Platforms for Military Transition

1 VETERANS AFFAIRS VOCATIONAL REHAB VIA CANVET

The VAC Rehabilitation Program is a national program which offers medical rehabilitation, psychosocial rehabilitation, and vocational rehabilitation/assistance for Veterans post-release. Specifically, the vocational rehabilitation/assistance program aims to help participants improve their employability, maximize their capacity for gainful employment, and find suitable employment once their medical and psycho-social rehabilitation has stabilized. VAC partners with CANVET (a joint-venture between three vocational service providers) to provide these services, which are coordinated through a VAC case manager. The VAC Rehabilitation Program is available to medically released Veterans including those with service-related health problems, and to some Veterans with career-ending illnesses or injuries. Under certain circumstances, Veterans' spouses/common-law partners or survivors may also be eligible.

2 SISIP VOCATIONAL REHABILITATION PROGRAM

The SISIP Vocational Rehabilitation Program is a national program that assists medically-releasing CAF members under a long-term disability plan in obtaining tools for transition to the civilian workforce. The SISIP Vocational Rehabilitation Program primarily builds on existing skills wherever possible; however, if insufficient skills exist then training in a new field will be considered. The SISIP Vocational Rehabilitation Program also provides employment preparation and job search for clients ready to transition into the civilian workforce.

3 CAF TRANSITION PROGRAM – VOCATIONAL REHABILITATION

The CAF's Vocational Rehabilitation Program is a national program that enables eligible serving members facing medical release (service and non-service related) to participate in an approved transitional activity such as on-the-job-training, work experience, or a civilian vocational rehabilitation training program for up to six months prior to their release. Transitioning members are supported by the CAF through their individual units or an Integrated Personnel Support Centre. The Vocational Rehabilitation Program – Serving Members does not provide financial support for approved transitional activities. However, financial support through the Service Income Security Insurance Plan may begin up to six months in advance of the date of release and is often combined with the time made available through the Vocational Rehabilitation Program – Serving Members.

4 PROSPECT

Prospect Human Services is a not-for-profit employment organization which aims to break down barriers for vulnerable populations seeking employment, mitigating both unemployment and underemployment. Working with both the individual and the employer in a case-management model, Prospect provides one-on-one placements, workshops, and other learning initiatives. Prospect piloted a high-touch program called Forces@Work in Edmonton in collaboration with the Integrated Personnel Support Centre, which was funded through the Military Families Fund. The program extends beyond assessment, planning, and job search, by incorporating direct job placement, retention supports, as well as significant employer engagement throughout the placement process.

Prospect's Forces@Work program was designed to provide hands-on direct placement and retention support to both employers and CAF members transitioning from military to civilian employment, filling an identified gap in the existing continuum of supports.



FEATURE: Prospect Business Model Case Study

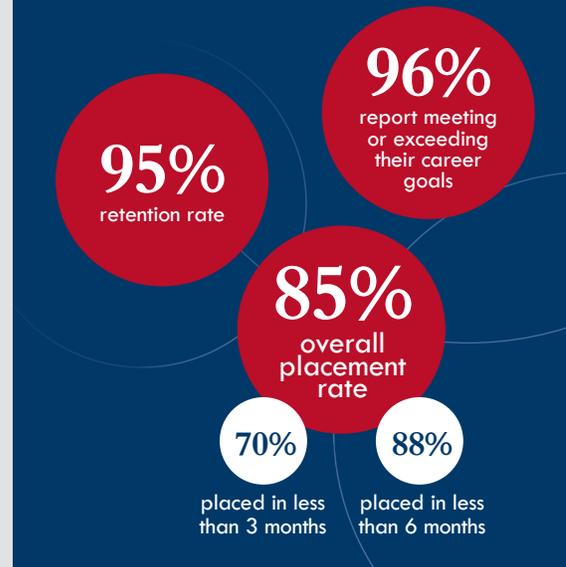
Prospect's Forces@Work program was designed to provide hands-on direct placement and retention support to both employers and CAF members transitioning from military to civilian employment, filling an identified gap in the existing continuum of supports.

Prospect helps individuals from pre-employment to post-employment, while providing employers with hands-on placement and retention supports. Although the program was originally designed with the ill and injured population in mind, Forces@Work is available to all releasing CAF members.

HOW DOES THE PROGRAM WORK?

- 1 INITIAL INTAKE ASSESSMENT**
Forces@Work evaluates individuals based on criteria that may include financial, medical, legal or geographic information, and by assessing whether the individual is ready, willing and able to accept employment.
- 2 PRE-EMPLOYMENT SUPPORTS**
In addition to the typical resume and interview preparation, Forces@Work provides CAF members with information about military-related benefits, access to assistive technologies and other employment resources.
- 3 HANDS-ON PLACEMENT AND RETENTION SUPPORT**
Forces@Work assists individuals on a case-by-case basis, helping each CAF member to translate their military-based skills, find direct placement opportunities and retain their employment.
- 4 EMPLOYER SUPPORTS**
Forces@Work also holds Employer Effectiveness Strategy Forums, networking events, and a virtual job board for employers. Forces@Work has commenced a partnership with the Alberta government to build stronger partnerships between CAF and industry.
- 5 METRICS**
Forces@Work tracks qualitative and quantitative metrics relating to CAF members, employers and referral sources, as well as metrics regarding service utilization, service delivery and placement.

In their collaboration with the Integrated Personnel Support Centre, Prospect has garnered significant positive attention for their outcomes in placing releasing CAF members:



Recognizing Prospect's innovative approach, in the fall of 2014, the True Patriot Love Foundation announced it would continue funding the pilot that was launched at the Integrated Personnel Support Centre in Edmonton, since the Military Families Fund was no longer able to fund it.

FEATURE: Prospect Business Model Case Study



ADVANTAGES OF THE PROSPECT APPROACH

DIMENSION	TRADITIONAL APPROACH	PROSPECT'S APPROACH
1 SPEED TO EMPLOYMENT	<ul style="list-style-type: none"> Traditional supports tend to require a long phase of pre-employment preparation and skills-building before engaging in job search and/or placement. Long periods of time away from employment can be both costly and prove detrimental to an individual's career. 	<ul style="list-style-type: none"> Pre-employment preparation is only conducted if the case manager deems it to be necessary; priority is getting the client placed in a job as soon as possible. Prospect's average time from referral to placement is 46 business days.
2 EMPLOYER ENGAGEMENT	<ul style="list-style-type: none"> Existing DND/VAC programs focus mainly on the individual, and preparing them for employment, rather than the employer-candidate relationship. There are often a number of cultural factors and accommodations that employers need to be made aware of and work through. 	<ul style="list-style-type: none"> Prospect works with employers through workshops and events, as well as in post-placement follow up. Prospect has relationships with over 700 employers and has worked with over 31 industry associations in Alberta.
3 POST-PLACEMENT FOLLOW-UP	<ul style="list-style-type: none"> After clients finish the vocational rehabilitation process, most of DND and VAC's programs stop tracking the progress of clients. There are many potential problems that could emerge as clients begin to engage with employers and begin their employment. 	<ul style="list-style-type: none"> Prospect's retention supports include establishing mentorship and peer relationships in the workplace and maintaining a natural support network. More than 40% of clients who go through the program access retention supports after they complete the program.
4 PAID PLACEMENTS	<ul style="list-style-type: none"> Some vocational rehabilitation programs offer unpaid job placements or internships. Unpaid opportunities are often not an economically viable option for individuals seeking work. 	<ul style="list-style-type: none"> Prospect places clients directly into jobs that not only pay, but are not temporary and have room for advancement. Many of Prospect Forces@Work's clients finish the program with a job that meets or exceeds their salary expectations.

key success factors

moving forward

NATIONAL SCOPE

A supported employment service, like Prospect, needs to have national reach, and therefore national funding. More work should be done to determine the most cost-effective way of scaling such a program without losing the tailored, high-touch support for both Veterans and employers – features that make Prospect such a success.

CONTINUUM OF SUPPORTS

In order to minimize duplication of services, especially at the administrative level, and ensure that Veterans are being directed towards the programs that best meet their needs, better collaboration is required among existing organizations.

A SUPPORTED
EMPLOYMENT
SERVICE,

like Prospect, needs to have

NATIONAL REACH
and therefore

NATIONAL
FUNDING



CERTIFICATION

→ introduction

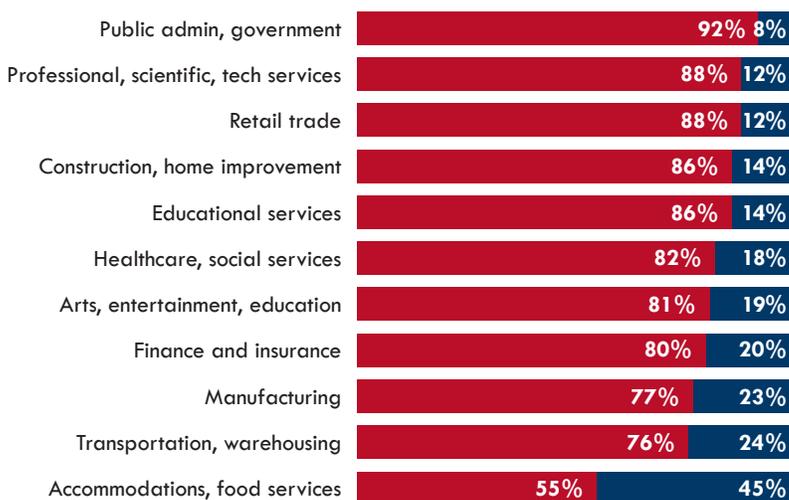
Thousands of dollars have been invested in training each member of the CAF, yet employers fail to recognize this when they consider hiring Veterans. This may be contributing to the belief among Veterans interviewed by VTAC that they need to go back to school for further training in order to get the private sector job they desire.

There is no doubt that many of the skills acquired through military experience and training are transferable to the civilian workforce. Thus, it is important for the private sector and educational institutions to recognize these equivalencies in trade certifications, and credits in both the civilian workforce and within post-secondary institutions.

In the Prudential Financial survey (2012), 79% of Veterans cited that funding for education and training is important to employment success (54% cited that

they would be very likely to use it). Moreover, 72% cited that further certification and licensing translation counseling would be important to success (46% cited that they would be very likely to use it). Post-secondary education is ultimately a vital gateway to careers. Acknowledging the training and experience military service personnel have acquired throughout their military careers will enable those transitioning to enter into post-secondary programs with advanced standing and realize both cost and time savings.

EMPLOYER PREFERENCES FOR EMPLOYEE WITH MILITARY EXPERIENCE VS. UNIVERSITY/ COLLEGE DEGREE BY INDUSTRY



- Studies show that in general, employers would prefer a college education with over 10 years of military service and experience in almost every type of industry, including skilled trades (construction, home improvement)
- Therefore having an education to supplement military experience is extremely important to Veterans looking to transition to civilian life

- 10 years military exp. with degree
- 20+ years military exp. without degree

PLACING THE IMPORTANCE OF FORMAL EDUCATION ABOVE A MILITARY CAREER MAY BE CAUSING EMPLOYERS TO OVERLOOK A VALUABLE TALENT POOL.

Forty-six percent of employers believe that having a university degree is more important than years of military experience (Mian, 2011). In this same survey, 47% of companies ranked trade skill or apprenticeship as the most important factor in getting a job, followed by a university degree (26%) or a college diploma (7%). Many of the negative stereotypes about the military could be addressed by a marketing campaign aimed at employers; however, there is an additional role for educational institutions and other trade associations to support military members and Veterans by giving them credit for their experience and providing further professional development opportunities.

SYSTEMIC BARRIERS PREVENT TRANSITIONING MILITARY MEMBERS FROM PURSUING THE SAME LINE OF WORK IN THE CIVILIAN WORKFORCE. Great strides

have been made in smoothing the path for Veterans requiring certification or licensing equivalencies as they make their transition to civilian employment; however, there is more work to be done. Intra-provincial licensing and qualification barriers pose a challenge to Veterans who may find themselves relocating to new provinces post-release. There is opportunity to expand beyond trade equivalencies and recognize military training in terms of course equivalencies to expedite further education.

For these reasons, the Department of National Defence should continue its efforts to ensure that CAF members obtain the equivalent civilian certification wherever possible for military occupations where there are comparable civilian skills and trades. This will help enable a more seamless transition from a military to a civilian career. In addition, academic institutions can play an important role by recognizing military training as course and program equivalencies to expedite their journey through post-secondary education.



guiding principles

for a Certification Equivalency Program for Military Transition

SCOPE

The Certification Equivalency Program would provide pathways to access support for translating military training into post-secondary courses and programs, career assessments, and acquiring equivalent trade certifications.

ACCESSIBILITY

The solution must be accessible to all individuals in the CAF considering career transitioning, as well as Veterans (both transitioning and looking for employment).

- Moreover, the equivalency program must be national in scope, with cross-country institution representation and accessible by all Canadian military bases.

LEVERAGE

The solutions should seek to retain key partners with pre-established military equivalency practices, such as military training conversion tools and Prior Learning Assessment and Recognition (PLAR) resources.

CONTINUOUS IMPROVEMENT

The goals of the program must be clear and measurable to permit improvements and its evolution.



review

of Existing Certification Translation Programs for Military Transition

1 UNIVERSITY OF MANITOBA

Since 1974, the University of Manitoba has had a dedicated Military Support Office under its Extended Education Division to support CAF members and Veterans. An agreement between the University and the DND allows the University to grant degree credits for specific military courses and training. Prospective students can select their Military Occupation Code, respective training they have received and military courses they have taken to convert their experience into credit equivalencies.

2 ALGONQUIN COLLEGE

Algonquin College recognizes military occupational training and has provided credit recognition for specific training and occupations. Algonquin College additionally provides Prior Learning Assessment and Recognition (PLAR) for those training programs and occupations which fall outside of the direct translations.

3 BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

BCIT offers advanced placement for Canada's regular and reserve forces and Veterans, specifically within the field of Business, which builds upon the experience, knowledge, and skills gained in the military.

Algonquin College provides Prior Learning Assessment and Recognition (PLAR) for those training programs and occupations which fall outside of the direct translations.

NOTE: *Although independent initiatives which recognize military training as equivalents exist, these have not been reviewed and collated.*



RECOMMENDATION: The Educational Consortium via MET

With the re-launch of the MET program, a new pillar of their mandate was announced in the spring of 2014, which aims to develop an Educational Consortium of institutions that recognizes military training as credits towards programs and trades certifications.

In May 2014, Canada Company announced the involvement of five founding institutions, including the British Columbia Institute of Technology (BCIT), the Northern Alberta Institute of Technology (NAIT), Fanshawe College, triOS College, and the Marine Institute of Memorial University of Newfoundland.



Canada

CANADIAN ARMED FORCES

“The Canadian Armed Forces are pleased that the Military Employment Transition Program now contains an Education Consortium component which accepts Military training and experience as credits towards diploma and degree programs. Providing opportunities for Canadian Armed Forces members and Veterans to receive recognition for their unique qualifications contributes to the success of their transition into civilian life”.

- **Lieutenant-General David Millar,**
Chief of Military Personnel, Canadian Armed Forces.



BCIT

“BCIT is honored to be a member of a national coalition of Post-Secondary Institutes and Canada Company. Together, our focus on enhancing programs for Veterans and reservists, will bring a tangible benefit to all who chose to serve their country. BCIT supports this collaborative, innovative framework for future ventures on a national level.”

- Kathy Kinloch, President, BCIT



NAIT

“For many years NAIT has worked closely with the Canadian Armed Forces to provide transition pathways,” says NAIT President and CEO Dr. Glenn Feltham. “I am proud that we are working with other post-secondary institutions to expand these pathways; ensuring all men and women in the Forces have outstanding educational opportunities that fully recognize their training and skills.”

- **Dr. Glenn Feltham,** President, NAIT

FEATURE: Prospect Business Model Case Study



FANSHAWE COLLEGE

"Fanshawe College is proud to support the Military Employment Transition program. Working with Canada Company and the Coalition has been both a pleasure and an honour as we collectively help our valued military service personnel transition into the Canadian workforce. The coalition of academic institutions is creating an historic partnership to create pathways for our service men and women to gain post-secondary credentials while recognizing their prior learning, training and experiences from military service. As a supporter of the MET program, I can attest that this program has the potential to transform lives and unlock potential."

- **Peter Devlin** (Lieutenant-General, Ret.), President, Fanshawe College



triOS COLLEGE

"The MET and triOS College have similar goals of helping people find success in the workforce. As a Career College, we have helped so many people get the skills they need to transition into new careers. Canadian Armed Force members have given so much for our country. It is extraordinary that we now get to use our knowledge of skills-retraining to help them find their second careers."

- **Frank Gerencser**, Chairman & CEO, triOS College



Marine Institute

"The Fisheries and Marine Institute of Memorial University of Newfoundland is excited to join its 5 education partners across Canada to improve the transition experience for Canadian Armed Forces personnel. I believe the Military Education Transition (MET) program designed to support the educational and career needs of transitioning CAF personnel will be seen as one of the most historic partnerships of its kind in Canada. The creation of clear pathways to further education while building on the lifelong learning needs of our Veterans and current armed forces personnel is an innovative and strategic addition to our Institute's programs and services."

- **Glenn Blackwood**, Vice President (Memorial University)
Fisheries and Marine Institute Campus



This Consortium will provide the means for members and Veterans of the CAF to advance their education and careers through the recognition of military education and occupational training in civilian academic programs. The objective is to assist CAF members with the transition to a civilian career through the provision of academic credit for military training and experience. Additionally, the partnership could allow CAF personnel to plan and pursue an educational path during their military careers that both enhances their present career and allows them to plan for a transition to a second civilian career.

The Consortium is endeavouring to harmonize selected academic programs among the partner institutions such that credits may be granted at one institution and additional education obtained at another partner institution. This will allow greater flexibility for Veterans in obtaining academic credentials from the institution of his/her choice.

Academic credit for prior military training may be achieved through a variety of mechanisms. The partnership is particularly focussed at present on the concepts of Prior Learning Assessment and Recognition and other means of awarding advanced standing. MET is also working with the Colleges and Institutes of

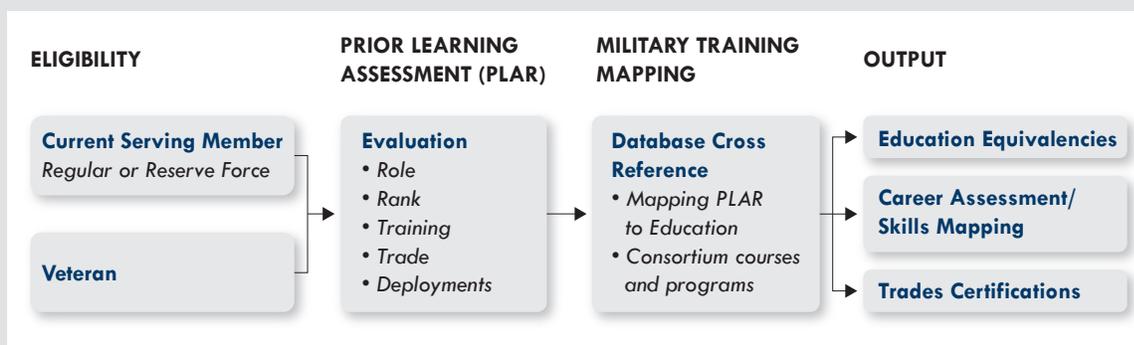
Canada, the Canadian Defence Academy, as well as Employment and Social Development Canada.

The Consortium has funded the development of a web database tool that allows each partner to map selected courses to other partners' courses and to equivalent military courses through an appropriate coding scheme that takes into account variations between institutions. The goal of this database system is to facilitate the recognition and exchange of academic credit for military training by and among the partner institutions.

Beyond the five founding institutions, MET has also partnered with seven additional training providers that offer reduced rates for members to obtain other credentialing such as Project Management Professional Certification or Instructor/Trainer designations.

A short-term goal for the Consortium is to launch course equivalencies and career assessments, primarily within the business stream. Over time, given MET's close connection with its employer partners who have committed to hiring Veterans, the Consortium will be able to shape its programs to reflect the skills and experiences employers are looking for.

RECOGNITION OF MILITARY TRAINING



key success factors

moving forward

STRONG COMMITMENT OF FOUNDING INSTITUTION PARTNERS

The success of the Educational Consortium will largely rest upon the foundational work of the founding six institutions. This includes the development of clear roles and responsibilities as well as the ability to share vital and often proprietary information (e.g. military training translation platforms) amongst each other.

CONSORTIUM GROWTH

Following the initial work of the Consortium of creating the framework, the ability to offer a comprehensive program rests upon the ability to attract key institutions and trade associations in order to incorporate new programs and expand to new geographies.

ALIGNMENT WITH MET AND MARKETING CAMPAIGN

A close relationship with MET and involvement in the national marketing campaign will help ensure that the Consortium stays relevant to the needs of employer partners.

MEASURING SUCCESS

The Consortium should track the jobs that are attained as a result of its certification and education initiatives. Clear metrics and success stories will be key to future funding opportunities as well as the attraction and retention of both military students and institutions/associations.

The success of the
**EDUCATIONAL
CONSORTIUM**
will largely rest upon the
**FOUNDATIONAL
WORK**
of the founding
six institutions.



Conclusion

VTAC Final Report

Addressing systemic barriers to civilian employment will continue to be a pressing issue for the foreseeable future. According to a Literature Review (2015) conducted by the Military Family Services Program in the Department of National Defence, each year from 2008 to 2013 over 10,000 members of the Canadian Armed Forces, both Regular and Reserve Forces, have released from the military. Of the 10,000 members released each year, approximately 10% were medically released, the majority (60%) due to permanent physical limitations, and 40% due to psychological limitations.

The Department of National Defence is projecting that the number of Regular Force members who will release each year over the next few years, approximately 6,000, will remain the same. In 2015, the Government announced a four-year pilot to provide medically releasing Veterans and their families with continued access to the Military Family Service Program and has budgeted for 1,200 new members to access the program each year, which suggests the percentage of those who are medically released from the Regular Force will be about 20%.

With this in mind, since the completion of VTAC's work, the True Patriot Love Foundation (TPL) has invested in transition supports geared to the ill and injured Veteran population. This complements the efforts of Canada Company's MET program, which assists the general Veteran population.

In 2015, TPL provided \$250,000 to Prospect Forces@Work which placed 144 injured Veterans in the Edmonton area into jobs. The hope is that this investment in a proof-of-concept will be a catalyst for other sources of funding to take the program national. Recently, the government of Alberta agreed to continue funding the pilot through to the end of 2018. Ideally, Prospect would become one of VAC's official service providers and funding would be attached to the Veteran who is being placed.

Through TPL's expeditions to the Himalayas, the Magnetic North Pole and Antarctica that pair up business leaders with injured Veterans, TPL has also made strides in developing a mentorship program specifically for the ill and injured population. Recently, TPL engaged a consulting partner to design a more robust mentorship program that builds on the success stories of the past expeditions, and includes more training for the civilians and the Veterans, more structure, and follow-up to measure success.

This enhanced program will be launched with TPL's 2017 Canadian expedition series that will involve 60 civilians and 30 Veterans, and will include three training modules:

- A** A training module for the Veteran population on "How to take full advantage of a mentor relationship and the benefits"
- B** A training module for the civilian population on "How to be the best mentor for ill and injured soldiers who are transitioning to civilian life"
- C** A training module for the mentor and mentee "buddies" together to build their mentoring plan customized to the needs of the individual Veteran.

There will be a process for ongoing follow up, support and measurement to enable continued success of the mentoring relationship for up to one year after the end of the expeditions. It is expected that the evaluation of the program will lead to some refinement, and that ultimately it will be adopted by one of TPL's program partners who will expand it so the opportunity for mentorship is broadly available to the injured Veteran population.

TPL engaged a consulting partner to design a more robust mentorship program that includes more training, more structure, and follow-up to measure success.

Our work across the five recommended resources has been an early catalyst to filling in some of the gaps in Veteran transition supports, expediting program launches, and improving existing programs. While there is more work to be done, each of us can keep the momentum going by:

★ Encouraging our companies to join the coalition to hire 10,000 Veterans and become a MET Employer Partner.

First things first. Canada Company's Military Employment Transition Program has a number of resources for Veterans and employers alike. Get yourself educated on Veteran hiring and meet other employers who have committed to the coalition too.

★ Hiring Veterans and advocate for Veteran hiring within your organization.

We've learned that every organization is different. Some Veteran hiring initiatives begin out of a Human Resources initiative. Others stem from Corporate Social Responsibility. Or others even start as a grassroots movement from Veteran employees themselves. Find out your company's unique niche and help them gain traction.

★ Sharing the business case to hire Veterans.

Spread the word! Veterans are an untapped and prime talent pool. Find out if your company has a Veteran affinity group or existing supports in place for transitioning military members. Build internal case studies to showcase strong Veteran talent.

★ Speaking at and attending important engagements.

Support the movement to hire Veterans by showing your support at key events. Volunteer your internal corporate case studies to share best practices and help coach Veteran-hiring newcomers.

★ Encouraging Veterans in your organization to become mentors.

Help fuel the talent pool with support from existing Veteran employees. Support mentorship efforts and see the secondary benefits through a renewed talent pool, employee retention, and strong internal Veteran case studies.

References

- Black, T., & Papile, C. (2010). Making it on Civvy Street: An Online Survey of Canadian Veterans in Transition. *Canadian Journal Of Counselling And Psychotherapy / Revue Canadienne De Counseling Et De Psychothérapie*, 44(4)
- G.I. Jobs: Top 20 Hot Jobs for Veterans (2013). Retrieved on May 3, 2013 from: <http://content.gijobs.com/hotjobs>
- Harrell, M.C. & Berglass, N. (2012) *Employing America's Veterans: Perspective from Business* [Brochure]. Washington, DC: Center for a New American Security
- Horton JL, Jacobson IG, Wong CA, Wells TS, Boyko EJ, Smith B, Ryan MA, Smith TC; for the Millennium Cohort Study Team. (2013). The impact of prior deployment experience on civilian employment after military service. *Occupational and Environmental Medicine*, 70 (3), pp. 11
- Institute for Veterans and Military Families, Syracuse University (2011). *Guide to leading policies, practices, and resources: supporting the employment of Veterans & military families* [Brochure]. Retrieved May 3, 2013 from: <http://vets.syr.edu/pdfs/guidetoleadingpractices.pdf>
- MacLean MB, Sweet J & Poirier A. *LIFE AFTER SERVICE STUDIES (LASS) SECONDARY ANALYSIS (2011 SERIES - RELEASE 6)* Effectiveness of Career Transition Services. Research Directorate, Veterans Affairs Canada, Charlottetown, PE, Canada. July 27, 2011: 15p. (MacLean, MB, et al., 2011 (a))
- MacLean MB, Sweet J & Poirier A. *LIFE AFTER SERVICE STUDIES (LASS) SECONDARY ANALYSIS (2011 SERIES - RELEASE 11)* Predictors of Persistent Low Income. Research Directorate, Veterans Affairs Canada, Charlottetown, PE, Canada. April 3, 2012: 9p.
- MacLean MB, Van Til L, Thompson JM, Poirier A, Sweet J, Adams J, Sudom K, Campbell C, Murphy B, Dionne C & Pedlar D. *Income Study: Regular Force Veteran Report*. Veterans Affairs Canada, Research Directorate and Department of National Defence, Director General Military Personnel Research and Analysis. January 4, 2011: 70p. (MacLean, MB, et al., 2011 (b))
- MacLean MB, MA, Linda Van Til, DVM, MSc(Epi), Jim Thompson, MD, Jill Sweet, MSc Alain Poirier, Kerry Sudom, PhD and David Pedlar, PhD *Post-Military Adjustment to Civilian Life: Potential Risk and Protective Factors*. DRAFT prepared for Physical Therapy Journal, April 26, 2013
- Manser, Lynda. (2015). *The Needs of Medically Releasing Canadian Armed Forces Personnel and Their Families – A Literature Review*. Ottawa, ON: Military Family Services.
- Mian, M.Z. (2011) *Hiring Heroes: Employer Perceptions, Preferences, and Hiring Practices Related to U.S. Military Personnel* [Brochure]. Retrieved May 3, 2013 from: http://apolloresearchinstitute.com/sites/default/files/hiring_heroes_report_final.pdf
- O'Herrin, E. (2011). Enhancing Veteran Success in Higher Education. *Peer Review*, 13 (1), pp. 15-18
- Prudential Financial Inc., (2012). *Veterans' employment challenges: Perceptions and experiences from transitioning from military to civilian life*. Retrieved from: <https://www.prudential.com/documents/public/VeteransEmploymentChallenges.pdf>
- Society for Human Resource Management (SHRM) (2010). *Employing Military Personnel and Recruiting Veterans* [Brochure]. Retrieved May 3, 2013 from: http://hr.ucr.edu/supervisor/military_program_report_fnl.pdf
- Statistics Canada. *Table 282-0010 - Labour force survey estimates (LFS), by National Occupational Classification for Statistics (NOC-S) and sex, annual (persons unless otherwise noted)*, CANSIM (database).
- Thompson JM, MacLean MB, Van Til L, Sudom K, Sweet J, Poirier A, Adams J, Horton V, Campbell C, Pedlar D. *Survey on Transition to Civilian Life: Report on Regular Force Veterans*. Research Directorate, Veterans Affairs Canada, Charlottetown, and Director General Military Personnel Research and Analysis, Department of National Defence, Ottawa. 04 January 2011: 103 p.
- Zinger, L. & Cohen, A. (2010). Veterans Returning From War Into The Classroom: How Can Colleges Be Better Prepared To Meet Their Needs. *Contemporary Issues in Education Research*, 3 (1), p. 39-51

VETERAN TRANSITION ADVISORY COUNCIL: FINAL REPORT

Supporting Veterans through their transition to civilian employment in Canada

PRESENTED BY



TRUE PATRIOT LOVE FOUNDATION

130 Bloor Street West, Suite 905, Toronto Ontario M5S 1N5

T: 416-519-3018 | C: 647-628-9241 | info@truepatriotlove.com