



## DO CANADIAN VETERANS HAVE A DIFFERENT PROFILE OF WORKING STYLE THAN CANADIAN CIVILIAN EMPLOYEES



[www.challengefactory.ca/Veteranfindings](http://www.challengefactory.ca/Veteranfindings)

## A QUESTION OF STYLE

### What career practitioners and hiring managers need to know:

More than **430,000** Canadian Veterans are either currently employed or seeking civilian work. **65%** of Veterans are employed and **8%** of Veterans report being unemployed or seeking employment.

In Canada, there are approximately **600,300** Veterans with an **average age of 57**. Members of the Canadian Forces retire from service anytime between their early 30s until their late 50s.

(Source: 2016 Life after Service Survey, Veterans Affairs Canada)

### How can you better serve this hidden talent pool?

Challenge Factory strongly believes, once provided with the information, tools, and support, career practitioners will be effective in integrating Veterans into civilian transition programs and peer groups.

We have mapped our findings into the **3 steps of the employment journey**.

#### 1. JOB EXPLORATION

#### 2. TRANSITION OR SEARCH

#### 3. ON BOARDING OR RETENTION

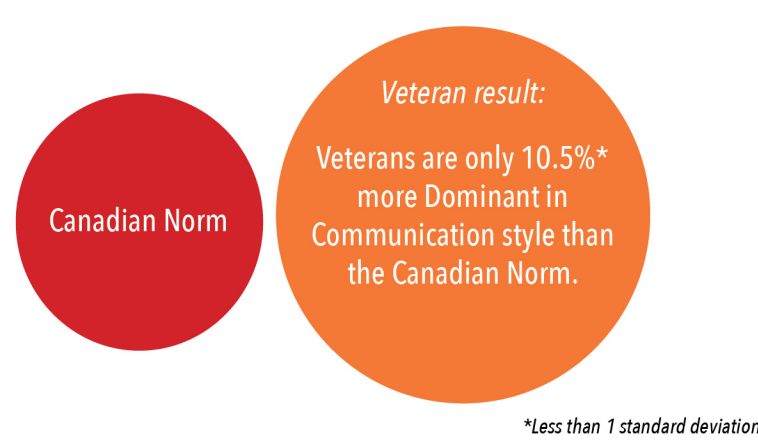
### 1. JOB EXPLORATION

Employers expect that Veterans will communicate and work in significantly different ways compared with their existing employee base. The bias to believe that Veterans will be more direct and competitive in their approach (characteristics of dominant or commanding styles) may lead employers to make assumptions about candidates that are more withdrawn, collaborative or passive in networking or interview environments. Our study found that Veterans have some unique communication patterns. Veterans may assume that there is a formal, comprehensive process that will move them through the hiring process and, once hired, through the rest of their career.

#### Employers believe Veterans have a more dominant working style



#### Our study found little difference



#### During the job exploration process, Veteran candidates may benefit from:



These provide Veteran job seekers with enhanced **self-direction, role-awareness, and sense of purpose** during times of change.

## DID YOU KNOW?

Veterans had a slight tendency to be more introverted in their approach to workplace relationships as compared with the general Canadian norm. Veterans in the study were 16.9% less likely to use relationship building (Influence) as a primary method of getting work done compared with the general Canadian population.

### 2. TRANSITION

Veterans may not know "corporate speak" which may affect how they respond to assessments and application questions. However they can quickly adapt when informed and supported. Veterans face a larger challenge with civilian recruitment and assessment tools as the scoring mechanisms may not reflect their actual capabilities and experience. These tools are often used to assess competencies. Our study found Veteran competencies to be in the same range as the Canadian norm.

#### During the job transition process, Veteran candidates will benefit from:



Veteran candidates may overlook the value of building relationships with potential employers during the recruitment cycle, focusing instead on how they meet job requirements.

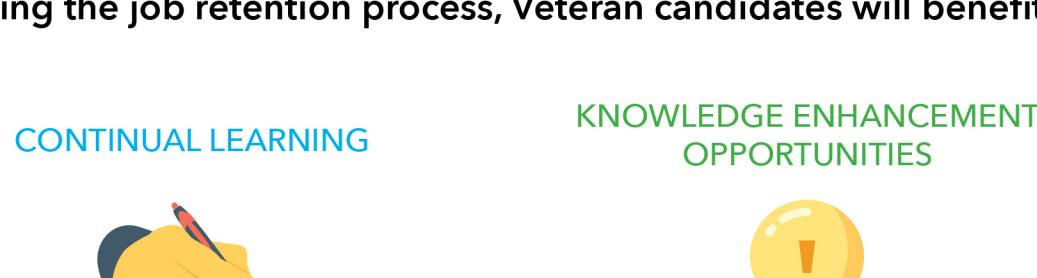
## DID YOU KNOW?

79% of employers in our study **did not** have a Veteran hiring program.

### 3. RETENTION

Veterans are **8.9%** more likely than the general Canadian norm to be motivated by intellectual drivers (lifelong learning, learning new things and the pursuit of truth) as opposed to using their own instinct.

#### During the job retention process, Veteran candidates will benefit from:



## DID YOU KNOW?

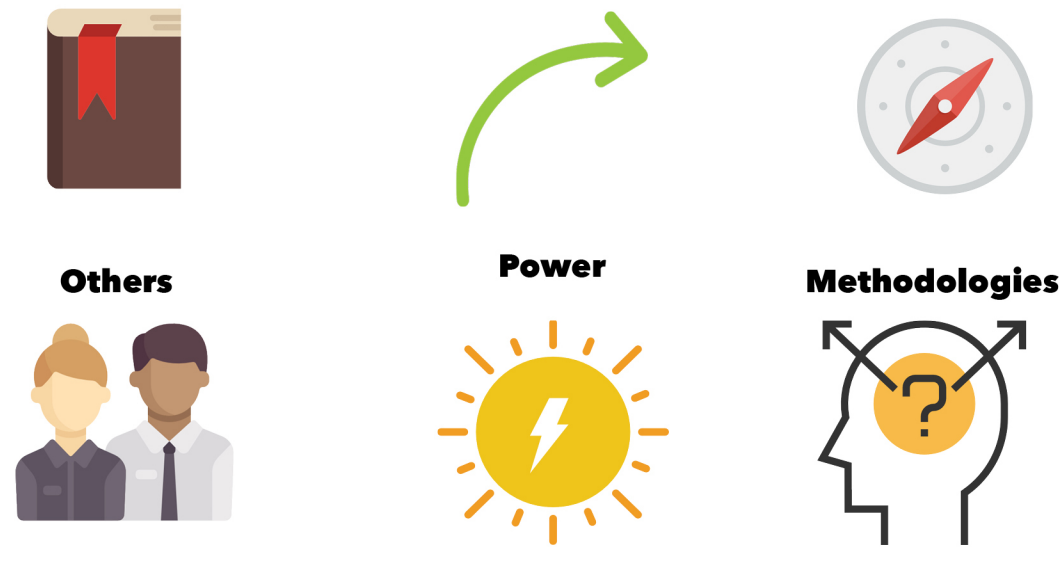
Veterans are an educated population that receive ongoing training throughout their military career.

During their years of service, Members of the Canadian Armed Forces adapt to new situations, cultures and environments as a routine part of their job.

Our study applied a model that examines workplace motivators across six categories:

#### Knowledge, Utility, Surroundings, Others, Power and Methodologies.

Understanding a person's motivators can ensure cultural and role fit as well as continued engagement and motivation.



## DID YOU KNOW?

Employers either over or under estimated each motivator by at least 20% indicating a lack of understanding related to engagement and retention.

## Veteran Demographics: Participants in our study.

Green = Active Duty

Pink = Veterans

BRANCH	
Navy - 60%	Navy - 18%
Army - 27%	Army - 51%
Airforce - 13%	Airforce - 31%

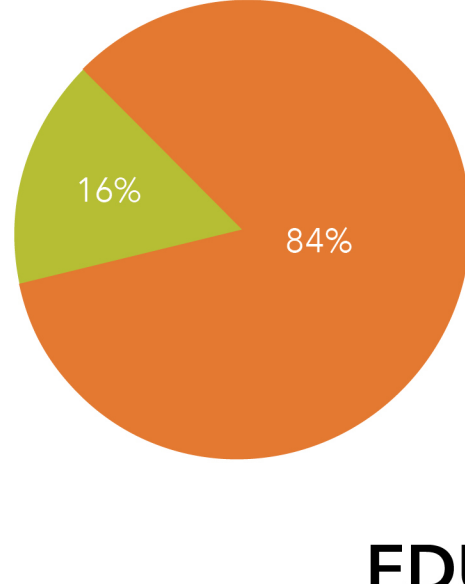
RANK	
Junior NCM - 31%	Junior NCM - 23%
Senior NCM - 33%	Senior NCM - 29%
Junior Officer - 9%	Junior Officer - 26%
Senior Officer - 27%	Senior Officer - 22%

HAS USED MILITARY CAREER SERVICES	
Yes - 60%	Yes - 34%
No - 38%	No - 66%
Don't Know - 1%	

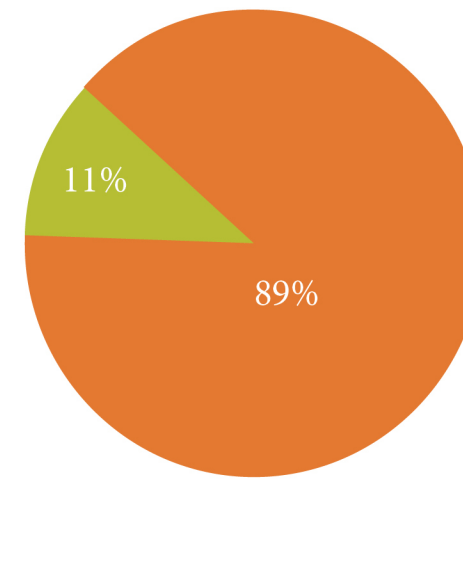
HAS USED CIVILIAN CAREER SERVICES	
Yes - 36%	Yes - 48%
No - 63%	No - 52%
Don't Know - 1%	

### MEMBER TYPE

VETERANS

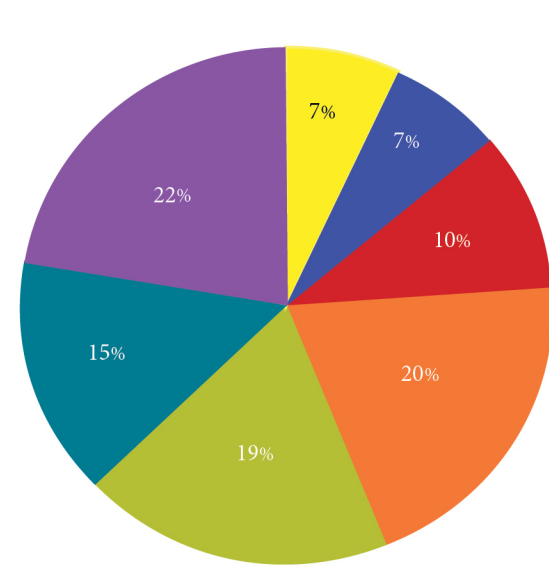


CURRENTLY SERVING MEMBERS

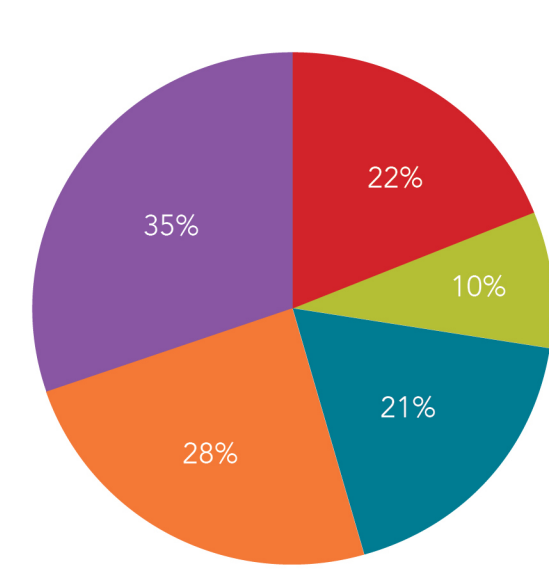


### EDUCATION

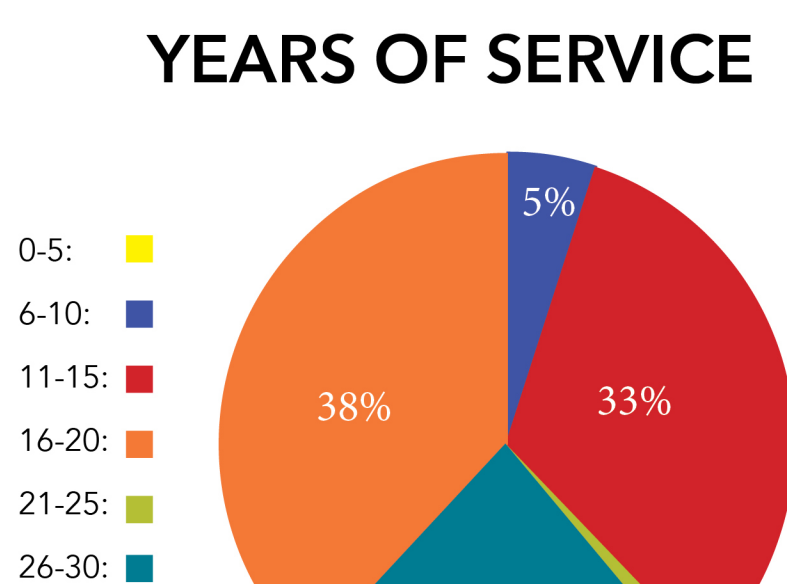
VETERANS



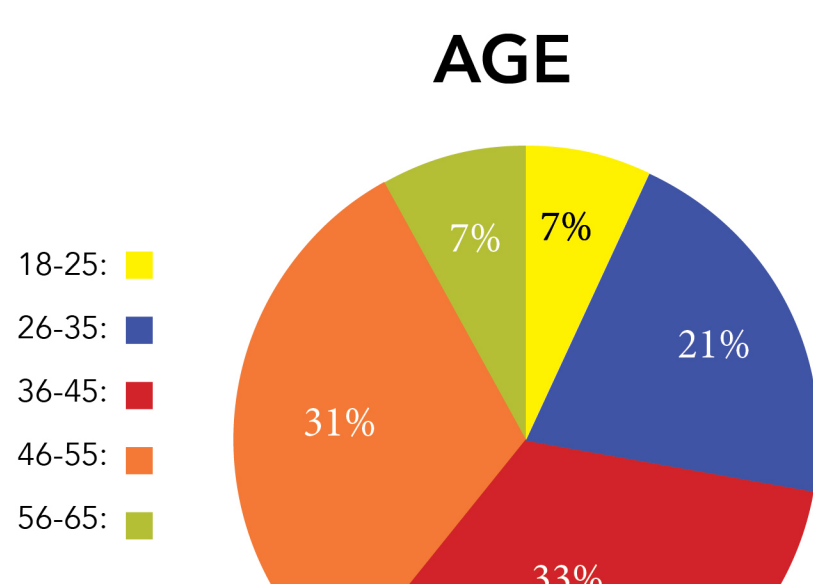
CURRENTLY SERVING MEMBERS



### YEARS OF SERVICE



### AGE



## EMPLOYER DEMOGRAPHICS

#### INDUSTRY

Other Service Industry: 24%  
Accommodation, Food Service: 3%  
Health and Social Service: 7%  
Educational Service: 10%  
Government Service: 3%  
Business Service: 14%  
Finance, Insurance: 21%  
Retail Trade, Insurance Agent: 3%  
Communication, Utility: 7%  
Construction: 3%  
Manufacturing: 3%

#### SECTOR

Private Sector: 62%  
Non Profit Sector: 17%  
Public Sector: 21%

#### # OF EMPLOYEES

10 000+: 24%  
5000 - 9999: 7%  
500 - 4999: 7%  
100 - 499: 14%  
11 - 99: 10%  
0 - 10: 38%



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