



**A Question of Style:
How working style
impacts Veteran
hiring success in
Canada**

**FINAL PROJECT
REPORT**

February 21, 2018

Developed with the support of



CERIC

Advancing
Career
Development
in Canada

Promouvoir
le développement
de carrière
au Canada

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PROJECT TEAM



Lisa Taylor is the President of Challenge Factory and is the Project Lead.

Lisa is the author of *Retain and Gain: Career Management for Small Business*, and a contributor to the *Military to Civilian Employment: A career practitioners guide*, both published by CERIC. Lisa currently sits on the Canadian Special Operations Forces Regiment Association Board as one of only three civilian members with a focus on Veteran (and military family) transition to civilian life. She is also a Member of the Dean's Advisory Council, The G. Raymond Chang School of Continuing Education at Ryerson University. She is the 2017 co-chair of CERIC's marketing, communication and web services committee.

Challenge Factory is a Canadian company focused on the Future of Work. The organization conducts research, offers consulting services to large enterprises and provides coaching and training to managers and individuals adjusting to the changing nature of work and careers.

Our expertise lies in making sense of a changing career/workforce landscape and providing new data, tools, methodologies, programs and coaching to address the key trends impacting the world of work. We believe that the Future of Work is being defined by 5 trends: Demographics/ Longevity, Shifts in Career Ownership, Rise of the Freelance Economy, Emergence of Platforms and AI, Robotics and Jobs of the Future. This project falls within trend 1 (Demographic group that is a hidden talent pool) and trend 2 (employer insight designed to enhance the relationship between employer and employee).

Challenge Factory is a recognized provider of transition services to Canadian military personnel. In addition to working with individual Members and Veterans, Challenge Factory has been called upon to deliver professional development to various Regiments as well as the Managers of Military Family Resource Centres across the country.

PROJECT TEAM

The following individuals and partnering organizations have contributed to the project.



Dr. Ron Bonstetter, Target Training International

TTI Success Insights is the world's leading source for research-based, validated assessment and coaching tools that enable organizations to effectively meet their talent management needs, using their patented solutions and products. TTI is proud of its 30+ years in the business of hiring, retaining, developing and managing the best talent in the market.

Chairman Bill J. Bonstetter and his son, Dave Bonstetter, founded Target Training International, Ltd. in 1984. Their assessments quickly became an essential aspect in the businesses of thousands of independent consultants and business coaches.

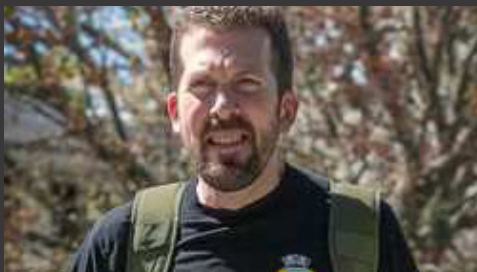
On this project, TTI, led by Dr. Ron Bonstetter, provided licences for the assessment tools used and also provided data analysis and project support.

<https://www.ttisuccessinsights.com/>



Director Casualty Support Management (DCSM)

Cap(N) Langlois was the CAF project sponsor for this project as part of the SSRRB (Social Science Research Review Board) process. Under her command, Lt Col Morrison and Maj Taylor were very helpful in the governance and execution of the project, liaising with the CAF Research Team when necessary and advising Challenge Factory on how to navigate the CAF processes and structures.



Canadian Armed Forces and Veterans Affairs Canada

Tim Kerr was the VAC project sponsor. Under his leadership, this project received research and translation support. Mr. Kerr changed roles just as the study's findings were compiled and Sylvie Thibodeau-Sealy is now the project's sponsor.

EXECUTIVE SUMMARY

State the over-arching need or gap that you identified that warranted such a project. How does this fill a 'gap' in the career counselling field?

This project fills a gap in the career counselling field in two important ways. First, military transition programs tend to leverage tools and counsellors who are very familiar with military careers. While on the surface this may seem logical, it does not necessarily help candidates prepare for civilian interactions while they receive service. This research project leverages a well-known and accepted corporate leadership assessment. In the initial proof of concept conducted by Challenge Factory participants indicated that the debrief and report from the assessment was one of the most valuable career building activities they had been part of specifically because it provided results in a civilian format using civilian language.

Second, there is a lack of evidence-based research in the field of Canadian military to civilian career transitions. A discussion with a lead researcher at Veterans Affairs confirmed that she was aware of no specifically Canadian studies that explored the behavioural styles or workplace drivers for Veterans. Nor has there been specific data gathered from employers to identify the specific extent and underlying cause of biases that are commonly assumed to be impacting Veteran employment. While we examined

The use of a 3rd party quantitative tool to gather both Veteran data and employer perception allows us to analyse Veteran career transition from five lenses:

1. What is the working profile of Veterans?
2. How does the working profile of Veterans compare with the working profile of civilian Canadians?
3. What do employers believe to be the working profile of Veterans?
4. How does the employer-perception of Veterans differ from the working profile of civilian Canadians (how different do employers believe Veterans are - and in what ways - from the average Canadian worker)?
5. How does the employer-perception of Veterans differ from the actual working profile of Veterans?

Describe how the project meets CERIC's mission, vision and strategic priorities.

This project is directly connected to CERIC's vision of advancing research and education in the field of career development for the economic and social well-being of Canadians in three specific ways. First, it brings quantitative rigour to an area of career development (military to civilian transitions) that has been studied and discussed extensively without significant data to support anecdotal findings and qualitative analysis.

Second, it is a clear example of where a specific research question can result in an outcome that can be used to form the foundation for understanding the economic impact of career development. The findings from this study can lead to interventions and further analysis that can be measured in terms of recruitment and transition outcomes.

Third, it builds upon CERIC's commitment to military transitions as demonstrated by the Guide published in 2016 with a new opportunity to be part of a collaborative set of partners engaged and focused on this topic.

This project aligns with Challenge Factory's mission to challenge outdated career thinking and help organizations supercharge their workforce using a "Future of Work" lens. In many of our professional service, engineering and manufacturing clients we see a significant recruitment challenge over the next 5-8 years emerging to hire skilled labour and trades with at least 5-10 years of experience. The local labour markets are demonstrating significant shortages in these categories. Military members have the required profile and experience to fill this gap - but are not well understood or familiar to the HR leaders we talk to. There are other organizations tackling the significant barriers military candidates face, including credential /educational recognition. We feel this research has the potential to break barriers regarding initial impressions and challenge assumptions using standard, corporate tools and data.

Describe the project in broad strokes – clearly state the problem you have identified needs to be addressed, the project purpose, goals, objectives and rough timelines.

In 2016, Challenge Factory launched a self-funded proof of concept (POC) to demonstrate the benefits of a transition program that brought two cohorts together – releasing or retired military personnel and corporate leaders over the age of 50. The POC was the first program in Canada to bring people transitioning from the military together with people transitioning from civilian careers together in a mutually supportive, peer (not mentor/mentee) transition cohort. Unexpectedly, using a formal assessment instrument, there was a consistent trend that emerged among participants with a military background that might affect the way that military candidates would engage in networking and interview situations and how they would initially be perceived by hiring managers who are not familiar with military personnel and culture.

This study measured if prior military service creates any dominant working style characteristics that might differ from the average Canadian working style distribution across four dimensions: Dominance, Influence, Stability and Compliance.

This study also examined if civilian hiring managers have preconceived notions of military working style in the absence of direct contact with candidates. We then summarized the impact of any gaps found between working style and expectations of working style and created two engaging infographics and webinars for Veterans and employers to debrief the study's findings with specific recommendations for each cohort.

This study began in April 2017. Data gathering occurred in July and August 2017. Initial findings were shared with key project partners and stakeholders in October 2017 with additional dissemination planned for the rest of 2017 and early 2018.

Talk about your target audience, stakeholders and any partners/ collaborators.

The key stakeholder for this research is employers - specifically, hiring managers - who are facing a significant skill shortage and are under pressure to find new pools of talent. This work challenges assumptions about military candidates. The military example may lead recruiters and hiring managers to rethink how bias plays into initial impressions and assumptions about candidates in general.

A secondary stakeholder group is Veterans who have released from the military or will be releasing from the military. This group needs specific, clear, evidence-based approaches to ensure they establish rapport and initial positive impressions to remain viable candidates long enough to be able to articulate their value and demonstrate how they would be a cultural fit.

A third stakeholder group is career practitioners and employment specialist who work with Veterans as they transition to civilian employment as well as work with local employers.

A final stakeholder group includes the Canadian Armed Forces (CAF) and Veteran Affairs Canada (VAC) military researchers interested in the link between career transition and mental health, employment or Life After Service Study (LASS) outcomes.

Clearly state the project deliverables.

We define deliverables as any product, document or event that required approval and/or was required to be completed in order to progress to the next phase of the project. This project's scope was broader than the components that were funded by CERIC's support (CERIC's support represented approximately 18% of the overall project budget).

The CERIC supported deliverables included:

- Career practitioner and employer infographic (originally contemplated as 2 separate infographics and then combined when it was realized that information to share was common across the audiences).
- Career practitioner self-assessment
- Cannexus presentation
- Careering Magazine article
- Career practitioner webinar
- Project final report (this document)

All CERIC deliverables are available in English. Translation of these deliverables was not included in the project proposal or funding request.

Additional project deliverables completed included:

- Governance and communication framework for Challenge Factory, VAC and CAF partnership
- Ethics Board submission
- 1 CAF and 2 VAC consultations
- Custom development of demographic questions for Veterans, Currently Serving Members and Employers (in French and in English)

- Development of a project website to provide access to the online assessments
- Assessments for Employers, Veterans and Currently Serving Members of the Canadian Armed Forces
- Custom analysis of the data
- CAF/VAC results dissemination presentation

Was the project carried out as intended? If yes, what was different? If no, skip to next question.

Yes, it was carried out as intended. We followed our initial methodology. In each phase of the project we adjusted to changing conditions, stakeholder requirements and new information - but the project methodology did not change.

Did the nature of any of the deliverables change over the course of the project? If so, how and why? If not, skip to the next question.

We originally hoped to receive closer to 300 responses from Military Members and Veterans (combined) based on early discussions to understand how participation of currently serving members would be solicited. During the project the approach to solicitation shifted. As a result, we received 160+ responses. We were able to determine that the findings from this smaller sample were valid and useful for addressing the research questions at the heart of this study.

We also had set a target of approximately 50 completed assessments from employers, finishing this first phase of study with 37 employer responses. Initially two large companies wanted to have their recruitment teams participate in the study, which would have resulted in 50+ respondents. Once the study was open these companies decided to move in two phases - having 1-3 managers participate in this first phase and then, based on the strength of the initial public findings, have larger teams participate in the study. We anticipate exceeding the original expectation of 50 participants within the coming months as the initial findings of the study are shared and employers want to see how their teams compare with the results being reported.

We created several additional versions of a consolidated findings presentation in PowerPoint format in order to be able to efficiently and consistently communicate our initial findings to the dissemination partners separately from the study participants and our CAF/VAC sponsors.

We also changed the originally contemplated written report for employers and candidates (Veterans) into a recorded webinar. We believed that a webinar would provide greater opportunity to interact and ensure that the data was understood and made relevant to the stakeholder groups rather than releasing a written report. The Veteran and Employer webinars were conducted in November with the project participants and the recordings are posted on the project page.

We changed the deliverable focused on implications and recommendations for career practitioners into data-supported recommendations in an infographic format. Our study resulted in rich data that is best understood in context of specific scenarios and audiences. An infographic allowed us to include detailed statistical findings and comparisons as well as an overview of the complexity of the assessment tool in an easy-to-understand format.

Finally, our proposal to present at the Canadian Institute for Mental Veteran Health Research (CIMVHR) was not accepted for the 2017 conference and we will consider submitting for reconsideration in 2018.

Did the nature of any of the deliverables change over the course of the project? If so, how and why? If not, skip to the next question.

The timelines of this project were impacted three times in order for us to comply with the CAF SSRRB process.

First, it was hoped that we would be ready for data collection in May/June. Instead, the SSRRB approval process and subsequent technical configurations required to be in compliance with our approval shifted data collection occurred in July/August.

Second, just as data collection opening we were notified that our SSRRB approval had been put on hold due to several concerns with the CAF version of the assessment. We had to be highly responsive to the unfolding situation so that the integrity of the project time lines would not be compromised unduly while we addressed the concerns.

Third, initial findings were ready in mid-September and communicated to CAF and VAC. It had been hoped that we would be able to start broader dissemination prior to the end of September. It took until mid-October to receive the official approval to disseminate findings as required by the SSRRB.

What was the anticipated outcome?

This study began with two specific hypotheses:

1. Canadian military members and Veterans have a different profile of dominant communication style compared with typical corporate Canadian norms. The assessment tool we selected had a Canadian normative group of previous respondents with an n=17,000
2. Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.

Were there changes to any other components of the project? If so, what was the nature of the change and what was its impact on the project?

Early in the project we determined that an expanded assessment tool was available to us that would gather richer data and still comply with our ethics approval. The expanded assessment tool was reviewed by the SSRRB. This expanded tool enabled us to gather additional data that was deemed useful at the outset because we were not certain what information would be useful to ascertain practical applications of the data collected. We expanded the number of sciences used in the assessment tool to go beyond the tools focused on working behaviour (communication style) and driving forces (motivators) to also include competencies and leadership acumen for the CAF/V respondents only. As a result, we have a more comprehensive snapshot of military skill, aptitude and preferences compared with the general Canadian population than originally planned.

THE NEED FOR THE PROJECT

This project fills a gap in the career counselling field in two important ways. First, military transition programs tend to leverage tools and counsellors who are very familiar with military careers. While on the surface this may seem logical, it does not necessarily help candidates prepare for civilian interactions while they receive service. This research project leverages a well-known and accepted corporate leadership assessment. In the initial proof of concept conducted by Challenge Factory participants indicated that the debrief and report from the assessment was one of the most valuable career building activities they had been part of specifically because it provided results in a civilian format using civilian language.

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The use of a 3rd party quantitative tool to gather both Veteran data and employer perception allows us to analyse Veteran career transition from five lenses:

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While we did not change the presented problem to be solved, we did identify early in the project the need for more consistent and frequent communication across our stakeholder groups. Since this project was sponsored by the CAF yet focused on Veteran career transition the need for transparent, timely and comprehensive updates to both the CAF and VAC was needed to ensure there was good understanding of what actions were being taken, what the implications might be and what else should be considered.

PURPOSE, GOALS AND OBJECTIVES

This study measured if prior military service is associated with any dominant working style characteristics that might differ from the average Canadian working style distribution across four dimensions: Dominance, Influence, Stability and Compliance. It also measured 6 Driving Forces, 6 aspects of leadership acumen and 25 general workplace competencies.

The assessment measured how different profiles of Canadians who have military service are from the database of more than 17,000 responses in the assessment instrument's database, also referred to as the general Canadian norm. It also measured what employers believe to be true about military working style and how that differs from the actual responses in this study as well as the general Canadian norm. The goal was to identify nuanced detail about working style that is unique to those with military

service to better attune career management and transition programs. A secondary goal was to identify employer bias so that transition programs can prepare Veterans in transition for the bias that they might experience while also educating employers if it was found that there is bias in recruitment processes.

To understand the study, it is important to understand the instrument that was used. Trimetrix HD is a tool that combines four psychometric assessments (style/behaviour, driving forces, acumen, and competency) so that respondents experience a single session of entering responses to a series of forced-choice questions. The complete assessment takes respondents between 40 and 60 minutes. The tool tracks consistency of responses as well as any delays in responses to identify if the respondent has become distracted or if there are certain sections that respondents take more time to respond to than others. Immediately upon completion a formal report is typically generated. In the case of this study, we changed the coding of the tool so that no report would be generated for any currently serving member of CAF (as per ethics guidelines). Veterans were allowed to receive individualized reports and so their reports were generated - but not sent. Instead, the individualized reports were held until the first phase of the study was complete and were circulated in the fall of 2017 with an invitation to attend a webinar where the report was explained.

Employers were provided with distinct instructions to take the assessment “in persona.” This means that they were asked to take on the role of being a Veteran and answer the questions they way they believe a Veteran would answer. Employers did not receive individualized reports as the report would reflect the views they held of the persona and we determined that having the written report would be confusing and not specifically helpful. Instead, employers were invited to a webinar in the fall of 2017 where the results were shared in context and questions could be answered.

Demographic questions allow us to analyse CAF and Veteran responses based on rank, age, years of service, military branch, education, etc. Employer demographic questions allow us to analyse responses based on industry, size of organization, exposure to military service, experience as a hiring manager, etc.

Due to the complexity of the assessment tool as well as the layered approach to have employers participating in persona, we developed a very complex and rich set of data that requires specific expertise to interpret. We wanted to translate the data and its significance in context to a variety of audiences - policy makers, career practitioners, candidates in transition, employers, etc. We, therefore, summarized the impact of any gaps found between working style and expectations of working style and focused on engaging infographics and webinars as the primary vehicles to share the study's findings with specific recommendations for different audiences. These deliverables can be found at www.challengefactory.ca/veteranfindings.

Did your originally proposed objectives change over the course of the project? If so, detail what objectives changed, how they changed and why they changed (provide sufficient detail to elaborate on specific internal and external factors).

Our proposed objectives did not change over the course of the project. We remained focus on using the assessment tools to obtain a snap shot of:

- CAF/Veteran working profile
- CAF/Veteran working profile compared with the working profile of the general Canadian population (n>17,000 - this reflects the validated database of responses that have been gathered by Canadian respondents to this exact assessment from 2014-2017. This database is maintained and controlled by Target Training International (TTI)).
- Employer perceptions of Veteran candidates compared with general Canadian population
- Employer perceptions of Veteran candidates against their actual working profiles

PARTNERSHIPS AND COLLABORATIONS

Briefly describe intended partnerships and collaborations

We partnered with CERIC and TTI as in-kind and financial partners on this project. We also forged a successful partnership with Veteran's Affairs Canada and the Canadian Armed Forces to ensure project relevance, ethical approval and utility of the findings.

Additional partners from the Veteran service-provider sector assisted by disseminating our call to participate in the study, including Prince's Own Entrepreneurs, Canadian Special Operations Regiment Association, Treble Victor and Canada Company. St. Mary's University and the G. Raymond Chang School of Continuing Education at Ryerson University also disseminated our call to participate.

Additional corporate and financial partnerships did not come to fruition during the data collection stage of the project.

If the project involved collaborating with another/other organization(s), including any not referred to in your proposal, please comment on the collaboration's effect on the project and how this process influenced you, your organization and your partner organization(s). What role did your collaborator(s) play? How often and in what manner did you meet with your collaborator(s)?

In this project the most significant impact collaboration had on us, our organization and our partners was the relationship we developed with the CAF and VAC. This project did not follow any standard operating procedures for either of these departments. As an outside organization, unfamiliar with how the CAF and VAC operate when conducting research, we would occasionally inadvertently miss a detail that was important or we would expect a response in an unrealistic time frame. While both the CAF and VAC have teams focused on research and on career transition, these teams are separate units - something we did not fully appreciate at the project's outset. We quickly realized that setting out a specific, frequent governance and communication structure would help us be more predictable to these collaborators/partners and also ensure we continued to progress according to our desired timelines.

We began the project with a face to face meeting with our CAF sponsors and a teleconference with our VAC sponsors. We then implemented a weekly written status reporting cadence. The status report briefly outlined what happened in the current week, what was planned for the next week and what issues required assistance. These reports were distributed by email every Friday throughout the initiation and data collection phases of the project. When an urgent issue arose, we would set up a call with our sponsors. We found both the CAF and VAC to be very responsive and focused on resolving issues so that the project could continue as planned. Following any calls, we would often send a summary email, in addition to noting key outcomes in that week's status report. Call summaries were distributed to all involved parties to ensure the resolution of the urgent issue was communicated consistently.

Our collaboration with TTI and CERIC was invaluable throughout this process. In addition, the specific support and formal project roles these organizations played, Ron Bonstetter and his team and Riz Ibrahim provided strategic support and guidance as we navigated the complex governance structures for the CAF and VAC.

Similarly, if you engaged key informants, an advisory or steering committee, who were they and what role did they play in shaping and executing the project?

Challenge Factory does have associates and affiliates who are certified coaches with military experience that could act as additional internal key informants. These key informants helped us as we structured the wording of any communication, including the welcome messaging in the assessment tool.

What non-financial supports did you request and/or receive from CERIC (eg. marketing, etc.)? How did this impact your project?

We will be co-ordinating our media, social media and marketing efforts throughout the rest of 2017 and early 2018. CERIC also facilitated an introduction to Canada Company during the project which supported the dissemination of the call to participate in the study, increasing the number of Veteran responses we received.

Throughout the project, the opportunity to speak with Riz and Sharon as we tackled different challenges related to the research process was very helpful.

ACTIVITIES AND RESEARCH METHODS

This project was structured into five phases:

Scoping Phase (April-June 2017)

Key Activities:

- Assemble partnerships, funding and advisory committee
- Confirm data gathering and analysis needs and scope
- Identify scope for Military participants and for Employer participants
- Obtain Social Science Research Review Board (SSRRB) approval
- Set project timeline, confirm resources and identify key risks with mitigation strategies.

Research methods used during this phase include review of existing materials and the design of the research questions and approach.

Data Gathering Phase (July-August 2017)

Key Activities:

- Solicit participants for the assessments. CAF participants were solicited by the CAF sponsor organization via email. They distributed 300 emails inviting a random sample of currently serving members to participate. Veterans were solicited via Veteran networks (with the support of our dissemination partners) as well as via social media and paid Facebook ads. Employers were solicited via social media, through Challenge Factory's network and via the network of our distribution partners.
- Assessments completed online by currently serving Members, Veterans and Employers.

Research methods used in this phase include the use of a formal quantitative assessment tool.

Analysis Phase (August-September 2017)

Key Activities:

- Analyse data gathered
- Presentation of initial findings to VAC and CAF
- Presentation of initial findings to CERIC
- Assessments completed online by currently serving Members, Veterans and Employers.

Research methods used during this phase include quantitative analysis of assessment results, narrative assessment of findings and interactions.

Reporting Phase (October 2017)

Key Activities:

- Draft report of findings for overall project
- Draft project summary relevant to military audiences (personnel, service providers, VAC, DND, etc)
Draft project summary relevant to employers
- Presentation of preliminary report to key stakeholders

Dissemination Phase (November 2017-January 2018)

Key Activities:

- Creation of Infographic
- Conduct webinars for Veterans and Employers
- Complete media outreach and social media outreach to share findings
- Present findings and infographics at Cannexus 2018
- Evaluate project against defined objectives
- Complete Final Project Report (CERIC)

Detail your activities, milestones etc. and any changes therein over the project life-cycle. Consider a chronology of actual events/activities and milestones to tell the story of how your project unfolded.

In March 2017 we received confirmation that this project would be supported by CERIC. Cap(N) M-F Langlois from CAF, Director Casualty Support Management (DCSM) agreed to sponsor this project and Tim Kerr from VAC Career Transition Secretariat agreed be our VAC sponsor. CAF and VAC sponsorship were vital to the success of this project. At this time, we engaged with our partner, TTI, to start configuring the assessment tool. CAF and VAC required that the study be available in both English and French, and we had three different participant groups (currently serving members, Veterans and employers). Therefore, we created six templates and instances of the assessment tools - one for each participant group (three participant groups in two languages).

In April and May our efforts were focused in meeting the requirements to gain approval from the Social Science Research Review Board (SSRRB). The SSRRB is the ethics review board for the CAF. There were many phone calls, written submissions and discussions with VAC and CAF during this time. We greatly appreciated that at times the SSRRB accelerated their process or shifted to a remote approval process to keep the project progressing through even if the Board was not able to meet within desired time frames. We also began sharing the study's intentions with organizations who might be helpful as dissemination partners via conference calls and networking meetings. We learned that the SSRRB required complete anonymity for currently serving Members of the CAF to participate in the study. This raised an issue as the assessment tool being using was hard coded to require a minimum amount of personal information (at least name, email address and gender). The reason this data is gathered by the tool is so that upon completion of the assessment, a personalized report can be generated that uses the respondent's name and correct pronouns. Removing these fields from the assessment required a coding change from our partner that was not anticipated at the beginning of the project. It also meant that we could not provide participating CAF members with any personal or individualized findings from

the study. We initially contemplated that being provided with a formal, personal leadership assessment report would be a benefit that potential participants would value and could help us solicit participation. Since we were no longer able to offer currently serving members with any personal feedback or findings we were concerned that participation in the study would be difficult to secure. In response, the SSRRB confirmed that they would help us by soliciting 300 CAF members to participate. TTI undertook to make the coding changes required. It should be noted that the restriction on gathering personal identifying information was limited only to the currently serving members. Veterans were able to provide identifying information and were also permitted to receive individualized findings and results.

We received SSRRB final approval in June and began preparing to launch the study. We worked with TTI to configure the six versions of the assessment. VAC assisted us during this time with translation services to ensure high-quality French language versions of custom demographics questions and website welcome pages. This was particularly valuable due to the specific nature of some of the terms related to military service and transition.

In late June, we were notified that our SSRRB approval had been put on hold. Our assessment tool provider had the initial links for the assessments set up on servers on American soil. During the SSRRB process, it had been indicated that all data needed to be housed on Canadian soil. This implementation oversight was remedied within 48 hours and the entire project - including all referring websites - were shifted to the TTI Canadian data centre housed in Montreal. A few other minor concerns were quickly addressed and the SSRRB final approval was reinstated. In total, this cycle of addressing concerns, remediation and reinstatement took approximately 2-3 weeks. While it caused a delay in activities according to our timeline, we were still able to complete the project on time by adding more resources in a later stage of the project to complete initial data analysis faster than projected.

Data gathering began in July and an extensive social media campaign, including paid Facebook ads. Project partners sent out targeted email, newsletter messages and social media messages. A quick guide with suggested copy for messages were sent out to partners throughout this period to ensure ongoing, continuous promotion of the study.

In August we contacted CAF as the response numbers were lower than anticipated. We realized that there had been a misunderstanding of intention. In the SSRRB process, we had interpreted that the CAF would solicit 300 participants. They had intended to (and did) send out 300 emails soliciting participation, without any commitment to actual participation. Since our SSRRB approval did not allow us to solicit CAF participation on our own we had to revise our expectation of how many CAF Members would participate in the study in this phase.

In September we analysed the data gathered to date. We chose to leave the links to the study open to continue to gather additional assessments and are grateful to our partner TTI for their assessment licences for this study. In completing the analysis Challenge Factory and TTI created data tables that allowed us to answer to initial hypothesis questions and conducted 5 specific lines of inquiry:

- Veteran profile against Currently Serving Member profile
- Combined Veteran and Currently Serving Member profile (CF/VAC)
- CF/VAC profile against the general Canadian profile
- CF/VAC profile against Employer perceived Veteran profile
- Employer perceived Veteran profile against the general Canadian profile

We were pleased that with our original data set we were able to identify specific findings that would be relevant and useful to the Veteran, Employer and Career Practitioner communities. We designed our presentation materials to focus on these three user groups. Our presentations were organized to identify summary findings related to three phases of career development: Career Exploration, Career Transition and On-boarding/Retention.

In late September, we began sharing the presentations created. We convened a joint CAF/VAC webinar to review findings with these sponsors. Next, we shared findings with CERIC. At this point, we required SSRRB approval to share the findings with a broader audience and we requested that approval from our CAF sponsor. The approval was received in mid-October with the condition that we consistently communicate sample size along with any findings that we share. We began media outreach and were interviewed by Sun Media. We were also notified that CBC and TVO would like to cover the story. To date we are in touch with these producers and awaiting confirmation of coverage. Also in October we took the initial findings presentations and shared them with a two financial services companies and one manufacturer. The initial feedback from VAC, CAF and now the employers was that the findings are useful, fill a gap and were actionable. We used the specific feedback gathered to create an infographic that is easier to quickly scan than our detailed presentation decks. The infographic can be accessed at www.challengefactory.ca/veteranfindings

By late October/early November we had completed the major deliverables set out in this study and were very encouraged by the initial response to the work that we are receiving.

In January we presented the findings at Cannexus18 to a small audience of career practitioners and representatives from CAF and VAC. Following that presentation additional discussions with both CAF and VAC have begun and the findings are being circulated as part of new career transition support strategies that are scheduled to launch in April 2018. The findings of this study were also used by VAC representatives as they prepared to testify in front of the House of Commons Standing Committee on Veterans Affairs.

We are very grateful to all of our partners, including TTI and CERIC and our dissemination partners: Prince's Own Operations, Canadian Special Operations Regiment Association, Treble Victor, Canada Company, St. Mary's University and G. Raymond Chang School of Continuing Education at Ryerson University. We have established a deeper understanding of military to civilian career transition, as well as the inner workings of Veterans Affairs Canada and the Canadian Armed Forces. We value the relationships that this project has established with both of these entities and believe a very positive and solid foundation has been set.

As applicable to your project, for each of your activities or milestone, detail factors that were helpful, factors that were challenging or presented obstacles and areas where changes were required as a result.

Scoping Phase

Factors that were helpful included the structure that the CERIC application provided in ensuring we had thought through various aspects of this project. The project was large and ambitious for us - the first of

its kind within Challenge Factory's history. Lisa Taylor's previous experience with similar projects as well as the support of TTI in scoping and identifying potential risks was also helpful.

Factors that were challenging included navigating through the SSRRB approval process. As an unknown company, proposing a project that had not been internally identified, it was very hard for Challenge Factory to determine what was expected of us and how to set out a governance structure that ensured collective interest in and commitment to this project that had initiated outside of the typical CAF or VAC research process. We changed our communication strategy to include a standardized 1 page weekly project summary that was sent to all CAF and VAC sponsors every Friday to ensure that any issues could be quickly identified and addressed and all progress was consistently communicated.

Data Gathering Phase

Factors that were helpful during this phase included the support of our dissemination partners, including CERIC, who consistently sent out social media messages inviting participation.

The realization that we would not have the expected CAF participation level was challenging and we adjusted our expectations to assume our preliminary findings were not as powerful due to our sample size and would benefit from further data collection.

Low participation rate by employers was also a challenge. More than a dozen employers indicated that they would like to see the findings of the study, without necessarily participating in it. We decided to let this first phase of the study run with whatever participation rate we were able to attain and then, once we knew what the findings indicated, identify additional ways to increase employer participation over time through value-added products and services.

Analysis Phase

Having access to the TTI data scientists was by far the most helpful factor in this phase. We did not encounter any significant challenges while analyzing the data.

Reporting Phase

Having a quantitative focus in this study made both the analysis and reporting phases quite straightforward. The addition of a new marketing team member on the Challenge Factory team allowed for more graphical reporting of the data to be prepared.

Factors that were challenging during this phase of the project included a shift in sponsorship within both the CAF and VAC. Just as results were ready to be shared we began working with a new research colleague within the CAF (who was within the same Chain of Command as our previous contact). Veterans Affairs also had some shifting of personnel. While these changes were unexpected, we have been very encouraged by the attention and support our new colleagues have shown for the work as well as interest to continue to work with the findings.

Dissemination Phase

It is helpful that we indicated that as part of participating in the study, Veterans and Employers would be invited to a webinar as part of our dissemination activities as following through on this commitment

gives us easy access to almost 200 parties - who are encouraged to share the findings through their own networks.

Having strong media contacts has also proven helpful in this phase as we have been able to garner early interest among major media outlets. With the launch of new Veterans Affairs career transition programs scheduled for April 2018 we anticipate renewed interest in this topic by media and are prepared to engage with producers in March in preparation.

One challenge that we face in dissemination is that we did not contemplate having copies of our final deliverable in print format for distribution at Cannexus. Instead of investing in printed materials, we did include the deliverables of this project on a special landing page that we promoted at Cannexus18: www.challengefactory.ca/Cannexus18

Clearly state where activities differed or deviated from activities proposed in your application.

Through the course of this project there were changes made to the assessment tool, the cadence of communication and governance and the scope of deliverables. However, the approach, outcomes and intention of the project remained very much the same as it was at the outset.

The most significant activities that deviated from the proposal had to do with adjusting to timeline delays caused by internal CAF requirements. While the requirements were all valid and very useful in improving the quality and perception of this project, they had not been anticipated. We contracted an additional project manager to provide governance and stakeholder management support.

The fundamental activities of the project were conducted in the intended and proposed order. The following specific changes were made over the course of the project:

We created several additional versions of a consolidated findings presentation in PowerPoint format in order to be able to efficiently and consistently communicate our initial findings.

We also changed the originally contemplated written report for employers and candidates (Veterans) into a recorded webinar to ensure broader engagement and awareness of the project.

We changed the deliverable focused on implications and recommendations for career practitioners into data-supported recommendations in an infographic format.

Finally, our proposal to present at CIMVHR was not accepted for the 2017 conference and we will consider submitting for reconsideration in 2018.

TIMELINES AND DELIVERABLES

Scoping Phase (April-June 2017):

Data Gathering Phase (July-August 2017):

Analysis Phase (August-September 2017)

Reporting Phase (October 2017)

Dissemination Phase (November- Current)

Were reporting and other deliverables given on time and what possible adjustments needed to be made to proposed timeline given outside considerations (e.g., ethics approval from outside agencies; unanticipated delays or interruptions).

We did have to adjust our timelines during the project and we worked hard to maintain our critical path. Our initial intention was to have preliminary findings ready to share prior to the Invictus Games in September 2017 and we were pleased that despite changes to the timeline during the course of the project, our findings were presented to VAC and CAF prior to the Games. However, approval to share the results publicly was not received in advance of the Games and, therefore, anticipated media coverage had to be deferred.

The causes of delay during the course of the project related to:

Ethics approval from the SSRRB - as described elsewhere in this report, this process generated technical requirements from our assessment tool partner and also took more time than we had initially contemplated in the project timeline.

The withdrawal of SSRRB approval as we were gearing up to begin data gathering caused a delay that we are glad occurred at that stage so it could be fully resolved before any data gathering had begun.

Approval to communicate results - as part of our SSRRB approval we were required to obtain formal approval to communicate the results of this research. It took longer than we had anticipated to receive this approval - primarily and simply because we did not know how long it would take or that this would be a requirement when we set out our original plan.

Describe the intended deliverables from your proposal. List in bullet form all of the project deliverables.

We proposed the following intended deliverables:

- Custom development of demographic questions for Veterans, Currently Serving Members and Employers (in French and in English)
- 300+ assessments from Veterans and Currently Serving Members of the Canadian Armed Forces
- 50 employer assessment
- Custom analysis of the data
- Project results dissemination presentation
- Veteran Group coaching webinar to debrief on findings of study and individual reports

- Employer Webinar to share study findings and suggested considerations
- Career Article
- Cannexus Presentation
- CERIC Webinar
- Final Project Report

If different from what was initially stated, specify and explain. Provide details of each project deliverable in the Appendix.

The project resulted in the following deliverables that were different than initially proposed:

- Communication template for Challenge Factory, VAC and CAF partnership
- Custom development of demographic questions for Veterans, Currently Serving Members and Employers (in French and in English) tailored to SSRRB requirements
- Project webpages to provide access to the online assessments and FAQs (www.challengefactory.ca/veteranhiring)
- Creation and publication of infographic designed for Career Practitioners working with Veterans (www.challengefactory.ca/veteranfindings)

Describe any deliverables including specific documents or learning materials developed over the course of the project. Detail the target audience(s) for each deliverable.

Our final deliverables by audience are:

For VAC/CAF: Powerpoint presentation detailing key findings and recommended next steps

For Veteran and Employer Participants: Webinar to debrief on key findings and Infographic

For Veteran study participants: 70+ page individualized leadership report

For Career Practitioners: Infographic with key findings, Cannexus presentation, Career article, CERIC webinar

If your project involved data collection, including surveys, focus groups, participant's feedback, quotes that informed product development, etc. provide some details – purpose of the data collection, what type of data was collected? Where was data stored?

We gathered data using a formal psychometric tool. The tool is comprised of several difference assessments consolidated into a single data gathering interface.

For Veterans and Currently Serving Members we had them complete assessments that measured working behaviour (style), driving forces, acumen and competencies.

For employers we asked that they imagine that they were a Veteran and respond the way they believe a Veteran would. We had them complete assessments that measured working behaviour (style) and

driving forces.

The data was stored in TTI's Montreal data centre. A copy of that data has been transferred to Challenge Factory and is stored on a separate drive. The original data and the copy are being stored and secured according to ethics requirements.

Were there any ethical considerations? Any challenges or setbacks? How did you mitigate these?

The main ethical consideration was whether we could gather identifiable data from Members that are still within the Canadian Armed Forces. Once we understood that this would not be possible we recorded the assessment tool in order to comply with this requirement.

If you had an opportunity to do this project again, are there things that you would do differently?

If we were to do this project again I would start with a more formal and immediate focus on governance for the project. I would also ensure that we had an opportunity to meet face to face with our project sponsors and review the project plan and activities in more detail. I would also ask more questions upfront to have a better sense of the amount of support and effort that would be required to complete the ethics review and ensure the project garnered profile within the CAF and VAC teams earlier on in its lifecycle.

At the moment, sample sizes are not sufficient for us to provide any analysis based on specific demographic features. However, it is very positive that we prepared this study for a large sample size. We have the ability to analyse data according to many different demographic dimensions, including age, rank, years of service, branch, education, etc. As this project moves into future phases, should we be able to secure larger numbers of participants the data architecture that we have created will be the foundation for a rich database.

MARKETING AND DISSEMINATION

How will the initiative be promoted and marketed to its intended audience?

The results and findings of this project are being marketed in a variety of ways, including:

- Meetings with VAC and CAF: we have already received feedback that this study has circulated well beyond our direct contacts and is now part of discussions information new projects at ESDC.
- Webinars with participants and their networks are scheduled were held in November with recordings to be available permanently online.
- Targeted meetings with specific employers interested in Veteran hiring

- A presentation at Cannexus 2018
- We have submitted an article for the spring edition of Career Magazine
- Distribution through our advisory committee members and partners.
- The project has been pitched to TVO and CBC with additional media outreach and coverage planned.
- Social media outreach and coverage.

How were deliverables shared? How did you market and/or disseminate outputs/findings/learnings of the project?

The project resulted in the following deliverables:

- Governance and communication framework for Challenge Factory, VAC and CAF partnership - internal project document. Not shared.
- Ethics Board submission - internal project document. Learnings from this process are shared in this report.
- CAF and 2 VAC consultations - summary notes circulated broadly within CAF and VAC community
- Custom development of demographic questions for Veterans, Currently Serving Members and Employers (in French and in English) - shared in delivery of assessments
- Development of a project website to provide access to the online assessments - Shared online as "hub" for the project - www.challengefactory.ca/veteranhiring
- 160+ assessments from Veterans and Currently Serving Members of the Canadian Armed Forces completed - Veteran assessments will generate individual reports (70+ pages) that will be shared with each individual.
- 37 employer assessment completed - research data. Not shared.
- Custom analysis of the data - data tables and analytics used in public reporting documents.
- CAF/VAC results dissemination presentation designed and delivered via webinars (Executive Summary in the Appendix of this report)
- Employer results dissemination presentation delivered and recorded in a webinar (www.challengefactory.ca/veteranfindings)
- Project partner results dissemination presentation designed and delivered via in person meetings with each partner
- Creation and publication of an infographic designed for Career Practitioners working with Veterans shared at Cannexus, via CERIC communication channels, via Challenge Factory communication channels and in media coverage. www.challengefactory.ca/veteranfindings
- Veteran Group coaching webinar to debrief on findings of study and individual reports
- Cannexus18 Presentation (included in Appendix)
- CERIC Webinar (planned for Spring 2018)
- Final Project Report - shared via CERIC communication channels

For Research Projects, tell us about the status of your research being published in the Canadian Journal of Career Development (either already published at time of final report submission or publishing in the journal is in progress).

We will submit a proposal to the Journal in 2018. We would like to wait to determine if the study will be continued and a larger sample size will be available later in the year to support more significant analysis and findings.

What was your plan? What strategies did you use? What were critical factors that impacted the successful implementation of your plan?

We created a separate marketing and communication strategy for this project. We used social media (including paid ads) during data gathering. In dissemination our strategy relies heavily on leveraging the CERIC communication channels to reach career practitioners, the Challenge Factory communication channels (including targeted 1:1 meetings) to reach employer groups and Veterans Affairs and our partners' communication channels to reach Veterans.

Our plan relies on the use of communication channels that are beyond Challenge Factory's direct control. Therefore, one of our keys to success has been providing a guide with specific language for our partners to use so that it is quick and easy to include messaging into their regular activities.

This project also relies on the Veteran community sharing details through informal networks. Maintaining relationships and ensuring frequent updates and communication has helped build credibility for this project and the results.

Was the dissemination successful? How could you tell?

It is still very early to determine the success of dissemination as we have not yet completed all of the activities. But, initial results are very positive. The work has become known beyond the teams within CAF and VAC that had contact with the project. We have received positive interest from media outlets. Initial discussions with employers has indicated an interest to have additional managers participate in the study. Overall, we see early evidence that the data is useful and is being considered as part of new policy development and corporate programming.

REVENUE GENERATION / COST RECOVERY

If you had developed strategies for to generating revenues within the project, describe these and speak to how you did in relation to how you expected to do (as per your proposal).

We had identified that we wanted 2-3 companies to partner with us to enhance our ability to create employer-focused deliverables. While early discussions went well, we were not able to secure additional funding from this source. As a result, we asked TTI and Veterans Affairs Canada to assist with parts of the project that otherwise would have been unfunded, such as with French language translation support during the project.

EVALUATION AND MONITORING

Explain how you will know whether the project has achieved success.

This project's success will be measured based on the following criteria:

1. Were we able to prove or disprove that military candidates display a unique working and communication style? We were able to confirm this hypothesis with the response being different than the original expectation.
2. Do employers who participate in this project indicate a higher level of awareness and interest in considering military candidates? 79% of our employer participants had not hired someone from the military in the past. By participating in the study they have spent at least 20 minutes completing an assessment "in the persona" of a Veteran and spent an hour on a webinar reflecting on how Veterans might fit within their organizations. We will follow up with these participants over the next few months to see if they are considering or are in the midst of a Veteran hiring campaign.
3. Did we identify additional unanticipated outcomes, information or findings that are meaningful for career practitioners working with military candidates? We did identify unanticipated outcomes specifically focused on what drivers are most important for Veterans to feel connected to their work and well-engaged.
4. Were our findings deemed useful to career practitioners and employers? We will measure this metric over time by the demand for additional information, social media statistics on shares and likes for the material, the number of views on the infographic, reviews provided at the end of webinars and presentations and the number of citations the work receives from other practitioners. To date, a small community of practitioners who already serve Veterans have been active with the tools developed.

What evaluation tools did you use? How did you evaluate? Describe the inputs to the project, the process and the results, including the impacts.

N/A

Describe the connections between evaluation tools you used for the project and the goals you have identified.

N/A

What specific marketing activities (website tracking; presentations; exhibits; blog posts; Twitter) were used in terms of project evaluation metrics?

We used paid social media ads, website tracking, feedback from webinars and presentations, likes and comments on social media, citations from other sources, media hits and in-bound demand for additional information. and comments on social media, citations from other sources, media hits and in-bound demand for additional information.

You provided three letters of support from key stakeholders. What impact did your project have on them? Was the impact different from what they anticipated from the project?

CSOR-A, Treble Victor, Veterans Affairs Canada and Prince's Own Entrepreneurs have all indicated that the project confirms what they have sensed or known, but not had hard data to be able to use. As a result, existing programs and tools are being re-examined so that learnings from this study are transferred to the teams that are designing and implementing new programs.

I think the findings of the study and power of quantitative tools took our partners by surprise. I believe that our findings were more robust and immediately practical than what they expected and we have also heard that they are impressed that we were able to maintain our initial and aggressive timelines.

IMPACT ASSESSMENT / OUTCOMES

Explain the intended outcomes from your proposal and describe data collections methods and tools.

We intended to develop a database of working behaviour and driving forces data for Veteran candidates. We also intended to develop a database of employer perceptions of Veteran working behaviours and driving forces.

We used Trimetrix HD tools from TTI to gather this data, as well as their database of General Canadian Responses (n>17,000).

What were the actual outcomes of the project?

See the summary presentation provided in Appendix B.

What were your measures of success? Be specific. For example, in the case of a website project, talk about the usability and navigability of the site, speak to the content of the site, etc. If tools or guides were being developed, provide examples of tools and plans for the use of the guide.

The infographic and a downloadable webinar sharing key results can be accessed at www.challengefactory.ca/veteranfindings

In terms of website usage, having www.challengefactory.ca/veteranhiring available was critical to the success of the project. This site contained project details, FAQs and access to all of the assessment tools used in the study.

Were there any unexpected outcomes or unintended consequences?

We were surprised at how disconnected employer beliefs about Veteran driving forces were compared with the results of actual Veterans. The study assessed 12 different motivators, grouped into 6 driving forces. Employer responses indicated that they over- or under-estimated the importance of all 12 of the motivators.

The most striking finding related to knowledge as a driving force. In the model that was used in this study, workers can be motivated by low degrees of requiring new knowledge (an Instinctual motivator) or high degrees of requiring new knowledge (Intellectual motivator).

Employers believed that Veterans would be 44.7% more likely than the average Canadian worker to be motivated by work that allowed them to rely on their instinct and what they already knew and 24.8% less likely than the average Canadian worker to be motivated by the pursuit of knowledge and learning.

The actual Veteran findings indicate just the opposite. Veterans were 13.9% less likely to be motivated by work that has them rely on instinct and 8.9% more likely to be motivated by work that requires continually learning and new knowledge.

In today's changing world of work, perception that Veterans are not inclined or motivated by learning can significantly impact an employer's commitment to hiring. Employers today need workforces that are adaptable, changing and constantly learning. Our findings indicate that Veterans actually fit this profile very well - and that employers believe the opposite to be true.

This study measured many dimensions of Veteran skill, style and aptitude compared with employer perception. The reports in the appendix highlight the most significant summary points. However, the strength of the findings is in the database that has now been developed and can be queried in context of specific questions or additional hypotheses that arise.

An internal team unintended but positive consequence of this project was the opportunity to work with career transition teams from both VAC and CAF. We did not realize at the start of this project that there is regular contact between these teams but infrequent opportunities to work on the same project. The impact on this project was the need for additional focus on governance and communication. However, this investment was very worthwhile as it has led to a much better understanding of the complete career transition lifecycle that exists for members of the CAF during their military careers and then as they transition to civilian life as Veterans.

KEY FINDINGS / INSIGHTS

Share your key findings from the project. Provide any insights and any learning from the project.

There were many findings and insights from this project that are captured in the presentation and documents in the appendix of this report. The key findings for Veterans are:

1. Veterans do display behavioural style and driving forces that are slightly different than the Canadian norm, but within 1 standard deviation of the norm (not statistically different). What is significant is that employer perception of Veteran behavioural style and driving forces indicate that they believe Veterans and the average civilian Canadian employee have very different profiles which can lead to an unfounded assumption that fit and assimilation will be difficult.
2. Employer misunderstanding of what drives or engages a Veteran in his or her work is also a meaningful learning. If you do not understand what drives an employee you are more likely to recommend roles that will not be satisfying or appropriate, implement rewards that are not meaningful and/or encounter issues with engagement.
3. Veteran Leadership Acumen for external factors (systems judgement, practical thinking and understanding others) fell within Canadian norms. Internal factors (sense of self, role awareness and self-direction) are slightly below Canadian Norms. None of these differences are statistically significant.
4. Specific civilian competencies are reported as underdeveloped, but there are sufficient competencies that score within Canadian norms to provide broad opportunities and role possibilities. It was identified that civilian assessment tools may not adequately assess competencies that have been acquired during military service. These tools rely on the assessment responder to identify when they have used a particular competence. Military personnel may not recognize that they have a particular competence and may therefore under report use of that skill. The tools also often ask for when the individual has been recognized for their skill in a particular area as a way of assessing competence. During military service, units and teams may be recognized, but individual recognition is rare which may, again, lead to under reporting of competencies that are actually quite strong. For some military service organizations these findings have led to the creation of military-specific assessment tools that mitigate these short-comings and biases. However, we believe the greater opportunity is for Veterans to understand how common civilian assessment tools work and identify how to better understand their competencies in civilian terms so that the industry standard tools in use can better reflect their individual skill levels.

Provide any reflection on project implementation process and learnings from the project.

On reflection, project implementation was supported by a strong project plan and an early recognition that additional support dedicated to communication and governance was required in order to successfully navigate challenges and remain within projected timelines. The ethics review process taught us to spend a bit more time focused on the detailed outline of how the project will be conducted, rather than the articulation of what will be done.

Did the project partnership funding lead to any capacity-building within your organization? Within your community stakeholders?

The project partnership funding allowed us to hire a summer student from Western University to assist with data gathering and communication. It also allowed us to be flexible with our other stakeholders and expand the number of webinars and presentations delivered in order to ensure strong adoption of the deliverables and findings.

How might the learnings from the project impact your service, methods and future thinking?

This was the first major research project of this kind that Challenge Factory led. CERIC's support was a relatively small part of the project on a percentage basis in terms of overall project cost - but incredibly valuable. CERIC provided us with external enthusiasm and confidence in the project which led us to consider how we can improve our services to continue to meet the high standards expected on this project. It also allowed us to see that we are very capable in this type of project and has led us to go on to initiate other much larger research projects which will be delivered in 2018. It cemented research as the third core focus area for Challenge Factory, augmenting our existing consulting and training/coaching service lines.

If the project involved collaborating with another/other organization(s), what lesson(s) did you learn about your collaboration process?

We learned that we are good collaborators, with a strong focus on open communication and flexibility. We adjusted to the needs of our partners as much as we could, while still holding firm on the basic fundamentals of the study. We were also able to partner with a variety of organizations that did not necessarily have relationships with each other. Our inclusion of a professional project manager on the team was very helpful to ensure that strong fundamentals in governance and communication were implemented as part of the collaborative process.

If your project included revenue generation/cost recovery strategies, what lessons did you learn?

We learned that in-kind funding can be used very creatively to assist where revenue generation is not possible or would slow the project down. We also learned that it is easier to gain support for research projects from research-focused institutes than corporations.

Did you undertake any anticipated or unanticipated political activities with funds provided for this project partnership?

No.

NEXT STEPS AND RECOMMENDATIONS

What next steps would you recommend to enhance work done through the project or contact information for those interested in their area of work or, again, future projects to continue to support evaluation?

We recommend that the links to the assessments remain open for as long as our project partner TTI will permit and that a new cycle of data analysis-reporting-dissemination be conducted in 2018.

We recommend that the findings be developed into specific curriculum for key stakeholders that create new “micro learning” modules over the next few months to be included in the offerings at www.centreforcareerinnovation.ca

For those interested in partnering to expand on this work, please contact:

Lisa Taylor
(416) 915 4164

lisa@challengefactory.ca
www.challengefactory.ca

APPENDIX A

A Question of Style – early media mention in Sun Media publications

Veterans face bias when making career transitions

Study reveals common misconceptions

Toronto Sun 1 Nov 2017 LINDA WHITE Special to Postmedia Network



Earlier this fall, Invictus Games Toronto generated a better appreciation of military veterans and active service members. Now, a ground-breaking study is challenging employer perceptions about military candidates, including what motivates

them and what they have to offer.

“There’s certainly an opportunity to build on the exposure the Invictus Games gave to the type of people our veterans are and the skills they offer Corporate Canada,” says Lisa Taylor, presi-

dent of Challenge Factory.

The company specializes in career management, workforce analytics and talent strategy for the aging workforce. It conducted the study, A Question of Style, with the Canadian Armed Forces, Veterans Affairs Canada, Target Training International, and Canadian Education and Research Institute in Counselling (CERIC).

MISCONCEPTIONS ABOUND


Preliminary findings suggest employers expect veterans to have a working and communication style that’s more direct, assertive and aggressive than they actually exhibit.

“Employers dramatically underestimated the importance of continuous learning and using established methodology as a workplace driver, instead placing much more emphasis on the belief that veterans will be driven by the opportunity to use instinct,” says Taylor. “They also incorrectly assumed veterans would thrive in a commanding environment rather than one focused more on collaborative

Full article: <https://www.pressreader.com/canada/toronto-sun/20171101/282106341902169>

APPENDIX B




A Question of Style: Initial Findings - Executive Summary Slides



A Question of Style

Initial Findings – Executive Summary
September 17, 2017

*This research has been approved by the DGMPRA Social Science Research Review Board, in accordance with DAOD 5062-0 and 5062-1.
The SSRRB approval # is 1646/17F.*





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Executive Summary



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Project Status

- ✓ Hypotheses identified
- ✓ Study designed
- ✓ Study partners on board
- ✓ SSRRB approval granted
- ✓ Study conducted
- ✓ Analysis conducted
- ✓ Findings identified
 - Findings shared
 - Policy and programs informed by new data
 - Veteran and Employer success





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Summary of Key Findings

Initial Hypotheses	Study Findings	Notes
<p>1. Canadian military members and Veterans have a different profile of dominant communication style compared with typical corporate Canadian norms.</p>	<p>Supported, but in unexpected ways.</p> <p>CAF/V respondents did demonstrate a profile that is different than the average Canadian norm data.</p>	<p>Initial hypothesis focused on anecdotal reporting of low D (dominance) working style. Data demonstrated that actual statistical difference from Canadian norm is in use of I (influence) working style</p>
<p>2. Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.</p>	<p>Supported.</p> <p>This hypothesis was confirmed with significant differences noted in employer perceptions of both style and driving forces.</p>	<p>There is meaningful and useful findings indicating employer preconceived notions of military-candidate communication style and motivating factors could be impeding both the recruitment and retention of Veteran candidates.</p>

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Summary of Key Findings by Audience

CF Members & Veterans	<ul style="list-style-type: none"> Veteran behavioural style and driving forces have unique profiles compared with the Canadian norm. Leadership Acumen for external factors fell within Canadian norms. Internal factors are below Canadian Norms. Specific civilian competencies are reported as underdeveloped, but there are sufficient competencies that score within Canadian norms to provide broad opportunities and role possibilities. Identified potential limitation of civilian competency evaluation assessment tools.
Employers	<ul style="list-style-type: none"> Found evidence of unconscious bias and misperceptions of Veteran candidates that could effect initial impression and overall sense of "fit." Significant disconnect on what drives/motivates Veteran candidates could lead to recommendation of less than ideal roles, overlooking candidates for appropriate roles or failing to provide the environment and incentives that will actually drive retention and satisfaction. Employer focus on internal acumen strength (sense of self, role definition and self direction) can enhance positive workplace mental health. Identified potential gap in competency assessment that could result in recruiters missing opportunity to hire qualified candidates

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Additional Benefits of this Work

- CAF and VAC collaboration and joint support
- Creation of new dataset that can be built upon in the future
- Meaningful engagement with new (small) pool of employers
 - 79% of employers who participated do not currently have a Veterans hiring program or focus.
 - 55% of employers who participated are senior executives.
 - 90% of employers who participated have direct responsibility for hiring.

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Presentation Contents

Project Overview

Summary of Key Findings

Appendix A: Methodology and Technical Information about Datasets

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Project Overview

Challenge Factory's field work identified 2 specific hypotheses related to military-to-civilian career transitions:

1. Canadian military members and Veterans have a different profile of dominant communication style compared with typical corporate Canadian norms.
2. Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.

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Project Overview

Once these two hypotheses were tested, four audiences were identified who might benefit from the findings:

- A. Veterans in transition will be more aware of communication styles and behaviours to better align with corporate expectations or to enhance entrepreneurial success.
- B. Employers will recognize and overcome assumptions about Veteran candidates (unconscious bias) to improve recruitment and retention success rates.
- C. CAF transition programs can integrate findings into existing career programs to support good career development throughout years of service.
- D. Civilian career practitioners will have specific data and tools to help when working with Veterans in transition, regardless of previous experience with this population.

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Project Overview

Prior to launching this project, partnerships and support was secured:

Research partners (in-kind or financial support):

Target Training International (TTI) – provided assessment licenses, technical support and data analytics and statistical analysis.

CERIC – funding the development of tools for Canadian career practitioners emerging from this research

VAC – provided access to research resources and translation support

CAF – DCSM 2 is sponsoring this project

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Project Overview

Project Supporters:

The following organizations supported this study by assisting in the recruitment of Veteran and Employer participants:

Canadian Special Operations Regiment Association (CSOR-A)

Treble Victor

Prince's Operation Entrepreneur

Canada Company

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Project Overview: CAF & Veteran Demographics

Total CAF participation: 77 English, 10 French
 Total Veteran participation: 83 English, 2 French
 For discussion about dataset and treatment, please see Appendix.

Table 2		Active Duty (English) Demographics													
Branch	Rank	Member Type	Service Time	Age	Education	CAF services	Civilian Services								
Navy	44	Junior NCM	23	Regular	62	0-5	5	18-25	5	Less than hs	4	Yes	44	Yes	26
Army	20	Senior NCM	24	Reserve	11	6-10	5	26-35	15	Hs or equiv	24	No	28	No	46
Airforce	9	Junior Officer	6			11-15	7	36-45	24	Trade cert	1	Don't know	1	Don't know	1
						16-20	15	46-55	23	College or CGEP	16				
						21-25	14	56-65	5	Bachelor Degree	28				
						26-30	11	66-75	0	Univ +	0				
						31+	16	75+	0						

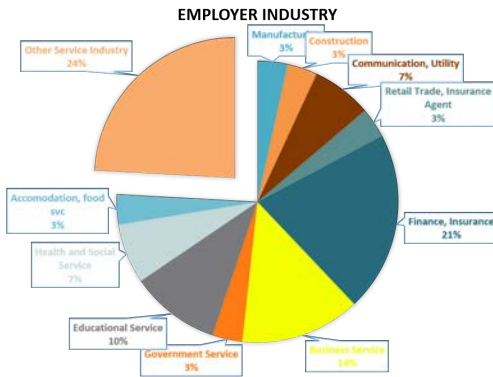
Veteran (English) Demographics											
Branch	Rank	Member Type	Education:	CAF Services	Civilian Services						
Navy	15	Junior NCM	19	Regular	73	Less than hs	0	Yes	58	Yes	39
Army	42	Senior NCM	24	Reserve	9	Hs or equiv	18	No	24	No	43
Airforce	25	Junior Officer	21			Trade cert	8				
						College or CGEP	17				
						Bachelor Degree	23				
						Univ +	29				

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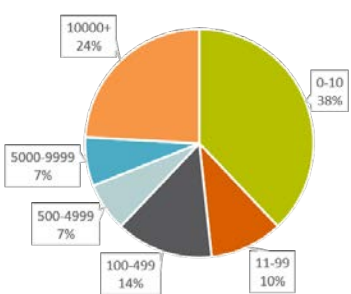
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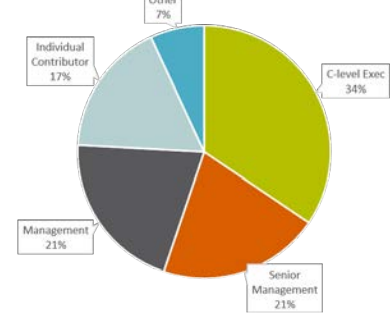
Project Overview: Employer Demographics



Number of Employees



Employer Title/Role



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

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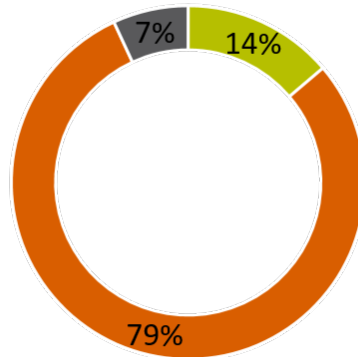
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Employers with Veteran Hire Programs

Has a Formal Veteran Hire Program?



■ Yes ■ No ■ Don't know



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Presentation Contents

Project Overview

Summary of Key Findings

Detailed Findings:

- Behavioural Style
- Driving Forces
- Competencies
- Acumen

Discussion and Next Steps

Appendix A: Methodology and Technical Information about Datasets





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Summary of Key Findings

Initial Hypotheses	Results	Notes
<p>1. Canadian military members and Veterans have a different profile of dominant communication style compared with typical corporate Canadian norms.</p>	<p>Supported, but in unexpected ways.</p> <p>CAF/V respondents did demonstrate a profile that is different than the average Canadian norm data.</p>	<p>Initial hypothesis focused on anecdotal reporting of low D (dominance) working style. Data demonstrated that actual statistical difference from Canadian norm is in use of I (influence) working style</p>
<p>2. Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.</p>	<p>Supported.</p> <p>This hypothesis was confirmed with significant differences noted in employer perceptions of both style and driving forces.</p>	<p>There is meaningful and useful findings indicating employer preconceived notions of military-candidate communication style and motivating factors could be impeding both the recruitment and retention of Veteran candidates.</p>

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Summary of Key Findings by Audience


CF Members & Veterans	<ul style="list-style-type: none"> Veteran behavioural style and driving forces have unique profiles compared with the Canadian norm. Leadership Acumen for external factors fell within Canadian norms. Internal factors are below Canadian Norms. Specific civilian competencies are reported as underdeveloped, but there are sufficient competencies that score within Canadian norms to provide broad opportunities and role possibilities. Identified potential limitation of civilian competency evaluation assessment tools.
Employers	<ul style="list-style-type: none"> Found evidence of unconscious bias and misperceptions of Veteran candidates that could effect initial impression and overall sense of "fit." Significant disconnect on what drives/motivates Veteran candidates could lead to recommendation of less than ideal roles, overlooking candidates for appropriate roles or failing to provide the environment and incentives that will actually drive retention and satisfaction. Employer focus on internal acumen strength (sense of self, role definition and self direction) can enhance positive workplace mental health. Identified potential gap in competency assessment that could result in recruiters missing opportunity to hire qualified candidates

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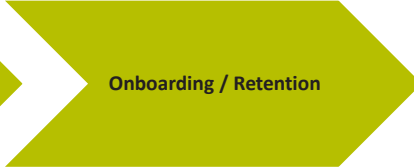
Summary Findings - Behaviours



Exploration





Transition / Job Search



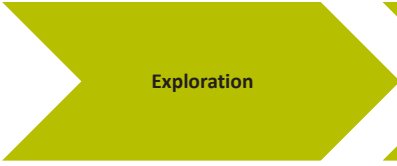
Onboarding / Retention

- Veteran candidates may benefit from data, deadlines and procedures such as a clear methodology with milestones and measured outcomes as they explore new options (high C).
- Veteran candidates may overlook value of building relationships with potential employers during the recruitment cycle, focusing instead on how they meet job requirements (low I, high C).
- Veteran candidates may benefit from techniques to address how to mitigate employer expectation that they will be more dominant and more relationship focused in their communication and working style (employer perception of higher D and lower I).
- Veterans may display slightly higher than average tendencies to be direct (high D), but employers greatly over-estimate this communication style
- Employers might consider defining the “career rules of the job” defined for Veteran new hires and employees (high C).
- Employers may underestimate importance of explaining process and “how” work gets done to Veteran new hires. (underestimated S).

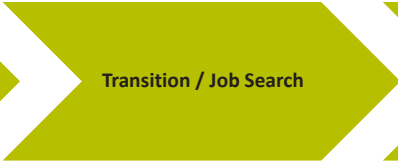



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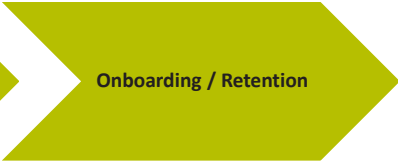
Summary Findings – Driving Forces



Exploration





Transition / Job Search



Onboarding / Retention

- Recognition of personal driving forces should be required part of exploration activity.
- Financial incentives and rewards will likely not retain or engage Veterans. Ability to impact peer and business results more important.
- Knowledge of own personal drivers and employer perceptions of Veterans can help tailor career marketing documents and interview preparation to be specific about what will be motivating.
- Confirmation that profile of driving forces is within 1 SD of the Canadian mean should be communicated to Veteran candidates to confirm that they can find like-minded peers who share similar driving forces.
- Poor employer understanding of how to motivate Veterans in civilian roles. Awareness materials/tools can bridge these gaps.
- May not respond to monetary rewards or those that highlight their own achievement as opposed to the impact on a greater goal or lives of others.
- Employers greatly underestimate the importance of continual learning and enhancing knowledge.

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⚡ Summary Findings – Competencies

Exploration

- Understand personal strengths based on civilian definitions of competencies. This will ensure better match of skills and role instead of assuming military experience automatically translates to civilian competency.
- Recognize that civilian measures of competencies may underestimate actual competence/experience.

Transition / Job Search

- Employers might need to consider alternate ways to identify/measure/assess competence as part of candidate screening process.
- Build marketing documents to focus on individual's top 7 competencies, including specific evidence of the competency in use.
- Ensure Veteran candidate knows how to address questions that focus on competencies not part of typical military leadership.

Onboarding / Retention

- Ensure role definition and metrics focus on actual competencies of candidate rather than preconceived ideas about Veterans.
- Structure roles and development plans to focus on top 7 competencies.
- Provide opportunities for Veteran new hire to demonstrate other competencies in safe environments. Can be part of satisfying the driver to learn new things and also validate if competence was ranked low because of lack of demonstration opportunity or it is a weaker competency

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⚡ Summary Findings - Acumen

Exploration

- Healthy workplace identity and stability maybe improved by programs that focus on sense of self, role awareness and self-direction during times of change, especially in the context of uncertain work, contribution, identity and ability to serve others in meaningful ways.
- Recommend further analysis of acumen as a proxy for workplace healthy attitude/mindset.

Transition / Job Search

- External acumen (understanding others, systems judgement, etc) strengths need acknowledgement as foundational to critical civilian transition success (data to alleviate doubt and fear).
- Clear steps that define how to get from current transition point to their own future self (defined by the Veteran) are just as important as the practical guidance on resume creation, job search and interview preparation.

Onboarding / Retention

- Recognition that Veterans have similar acumen as the Canadian norm in terms of complex leadership competence.
- Can assume that there is capacity to quickly assimilate new data, see how culture/company systems work and understand and navigate relationships well.
- If there are challenges in these areas, look to how style might mask these complex competencies.

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Appendix

- Project Methodology
- Technical Information about the Datasets



Project Methodology

- Quantitative study
- Versions of the assessment were available to each group in either English or French.
- Three Subject Groups:
 - Currently Serving Members (CF): Sample provided by DGMPPRA.
 - Veterans (V): Sample solicited through online ads and partner communication.
 - Employers (E): Sample solicited through online ads and partner communication. *Asked to complete assessments as if they were a Veteran applying for a job.*
- Separate analysis of SOF Veterans for CSOR-A



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Project Methodology

Used a combination of 4 instruments (collectively referred to as TrimetrixHD®):

- **Workplace Behaviours:** examines communication style and behaviour.
- **Workplace Driving Forces:** identifies what motivates an individual, either positively or negatively.
- **Workplace Competencies:** ranks strengths according to 25 workplace competencies.
- **Workplace Acumen:** examines capacity in 3 key external areas tied to leadership and 3 key internal areas tied to positive understanding of self.

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Project Methodology

Data was compared along three independent assessments:

1. Behaviours and Driving Forces™. Initially, the Canadian Armed Forces and Veteran data sets would be compared with TTISI's Canadian norm data.
2. Second, the Employers, who had taken the assessment as though they were CF members, would be compared to TTISI's Canadian norm data.
3. Finally, the CF data sets would be compared with the Employer data sets.

Canadian norm data: a database of 18,144 existing Canadian working adult responses collected between 1/2014-5/2017.

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Information about the Datasets

The datasets can be broken down in the following manner:

CAF: Active Duty (English), Active Duty (French)

Veteran: English, French

Employer: English, French

The initial hypothesis was to combine all CAF and Veteran sets into a single data set for analysis. However, data exists within the French Language respondent set that would unnecessarily introduce an overstated skewness to certain variables in the analysis. As an example, the mean Compliance score for CAF and Veterans is 61.3 while the same measure for French Language respondents is 73.1. Given that there is a total of 12 respondents between the CAF and Veteran French Language groups, the decision was made to remove those respondents from consideration at this time.

Follow on studies may provide an opportunity to include these data in the analysis.



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Information about the Datasets

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Combining the CF and V responses:

- In order to evaluate a combination of the CF and Veteran data sets, an ANOVA was performed on the two data sets. The results of this analysis are presented in table 1.
- It was determined that the CF and V data sets were statistically similar and could be combined for analysis. This combined dataset is referred to as CF/V in this document.

		Table 1 ANOVA Analysis						
	Df1	Df2	Sum Sq1	Sum Sq2	Mean Sq 1	Mean Sq 2	F value1	Pr(>F)1
D_adapt_pct	1	156	693.2044	92075.4791	693.2044	590.2274	1.1745	0.2802
I_adapt_pct	1	156	3549.3999	96544.3469	3549.3999	618.874	5.7353	0.0172
S_adapt_pct	1	156	56.3371	92746.878	56.3371	594.5313	0.0948	0.7586
C_adapt_pct	1	156	1203.8975	68601.0202	1203.8975	439.7501	2.7377	0.1
D_nat_pct	1	156	629.2671	90606.5873	629.2671	580.8115	1.0834	0.2995
I_nat_pct	1	156	2667.9089	100559.61	2667.9089	644.6129	4.1388	0.0436
S_nat_pct	1	156	32.7651	102905.412	32.7651	659.6501	0.0497	0.8239
C_nat_pct	1	156	1661.8639	76231.1804	1661.8639	488.6614	3.4008	0.0671
INTELLECTUAL	1	156	164.5265	82946.4166	164.5265	531.7078	0.3094	0.5788
RESOURCEFUL	1	156	110.353	69095.1913	110.353	442.9179	0.2492	0.6184
HARMONIOUS	1	156	1481.3588	65061.5019	1481.3588	417.0609	3.5519	0.0613
ALTRUISTIC	1	156	599.4943	99107.5944	599.4943	635.3051	0.9436	0.3328
COMMANDING	1	156	245.9497	75025.7718	245.9497	480.9344	0.5114	0.4756
STRUCTURED	1	156	37.3205	74185.3694	37.3205	475.5472	0.0795	0.7797
INSTINCTIVE	1	156	381.4372	59416.0122	381.4372	380.8719	1.0015	0.3185
SELFLESS	1	156	0.637	74920.249	0.637	480.258	0.0013	0.971
OBJECTIVE	1	156	1126.9818	71200.7651	1126.9818	456.4152	2.4692	0.1181
INTENTIONAL	1	156	517.2513	105883.996	517.2513	678.7436	0.7621	0.384
COLLABORATIVE	1	156	290.198	73460.6881	290.198	470.9018	0.6163	0.4336
RECEPTIVE	1	156	58.7527	74331.9625	58.7527	476.4869	0.1233	0.726

P-value ≤ α: The differences between some of the means are statistically significant
 If the p-value is less than or equal to the significance level, you reject the null hypothesis and conclude that not all of population means are equal.
 P-value > α: The differences between the means are not statistically significant
 If the p-value is greater than the significance level, you do not have enough evidence to reject the null hypothesis that the population means are all equal.
 H0: The means of the Active CAF and Veterans form similar data sets
 H1: The means of the Active CAF and Veterans DO NOT form similar data sets



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