

Service after Service:

The National Veterans Employment Strategy



Government of Canada
Gouvernement du Canada

Canada

National Veterans Employment Strategy

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Message from the Minister

Members of the Canadian Armed Forces, the Royal Canadian Mounted Police and Veterans have dedicated their lives to serving Canada and showcasing Canadian values and interests globally. Throughout their military service, they and their families have encountered challenges and made personal sacrifices. Their unwavering commitment to Canada is unparalleled – and it is why we are committed to helping Veterans find meaningful employment as they transition from military to civilian life.

Employment plays a significant role in our well-being. It provides financial stability, fosters social connections, and gives a sense of purpose to our daily lives. When members of the Canadian Armed Forces release from service, they are faced with an important transition journey. Employment is one part of their journey that can be difficult, whether due to culture changes, lack of networks, equivalencies, or misconceptions about transferrable skills.

As the Minister of Veterans Affairs and Associate Minister of National Defence, I have had the pleasure of meeting Veterans across the country, notably as part of the consultations for this strategy. During these meetings, I heard how transitioning from the Canadian Armed Forces affected Veterans and about the particular challenges they encountered when trying to find fulfilling employment. This employment strategy identifies areas where the Government of Canada can develop and strengthen current efforts to make the job search process easier and more efficient.

This strategy is based on consultations with more than 1,200 Veterans and stakeholders. It is thanks to their expertise and collaboration that it has come to fruition. I commend the efforts of government departments already championing Veteran employment initiatives. I strongly encourage not only governments, but private sector employers and not-for-profit organizations to initiate and implement processes to improve hiring outcomes and opportunities for Veterans. We cannot do this alone; governments, the private sector and not-for-profit must work together to create a more supportive transition experience for members who have bravely served in the Canadian Armed Forces.

I am proud to present the Government of Canada's first National Veterans Employment Strategy. In the past ten years, an average of 8,200 Canadian Armed Forces members released each year with approximately half of those Veterans transitioning to civilian life in search of new career opportunities.¹ Together with our partners, we will ensure that every Veteran finds a rewarding career after their service to Canada.

The Honourable Ginette Petitpas Taylor

Minister of Veterans Affairs and Associate Minister of National Defence

¹ This data is pulled from a Veterans Affairs Canada internal report.

1.0 Executive summary

During their military service, Canadian Armed Forces (CAF) members develop skills and abilities through first-class training, and unique experiences that make them valuable assets to the civilian workforce. CAF members are known for their strong work ethic, discipline, leadership experience, ability to work under pressure, adaptability to diverse environments, and proficiency in specialized technical areas.² Each year, thousands of CAF members transition out of the military and seek civilian employment. Yet, despite the many benefits of hiring Veterans, some Veterans find it difficult to find meaningful employment after their military service.

Using a Veteran-centric approach, the National Veterans Employment Strategy responds to the Government of Canada's commitment to launch a comprehensive strategy aimed at facilitating rewarding employment opportunities for all Veterans transitioning out of the CAF. Veterans Affairs Canada (VAC) undertook an analysis of existing research and consulted with Veterans and stakeholders. The strategy is designed to address existing gaps and leverage opportunities that may exist for new and improved supports for Veterans. It highlights plans to connect Veterans with employers looking to hire Veterans, and it outlines roles for government, the private sector and non-governmental organizations to promote and increase opportunities for Veterans to find civilian employment.

The strategy is built upon four foundational strategic objectives:

- Improving services and expanding programs for Veterans
- Creating and recognizing Veteran ready employers
- Positioning the public service as a leader for Veteran employment
- Building trusted partnerships

The 2021 Census revealed there was a potential workforce of 261,095 Veterans aged 25-64.³ These Veterans represent a highly talented pool of individuals who are in a unique position to shape Canada's labour market. In a competitive job market where employers are searching for talent to fill a wide variety of jobs, enhancing employment opportunities for those transitioning out of uniform not only boosts Canada's economy, it also provides Veterans with the support they deserve after their service.

² [Canadian Armed Forces professional development framework - Canada.ca](#)

³ [Demographic characteristics of Canada's military and veteran population: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts \(statcan.gc.ca\)](#)

2.0 Current landscape

2.1 Veteran employment research and data

In developing the National Veterans Employment Strategy, it was critical to conduct an in-depth analysis of the Veteran employment landscape to better understand the needs of Veterans and employers. This analysis covered the following elements:

- Existing legislation, policies, research and program data related to Veterans employment.
- Results from the 2021 Census of Population which included a Veteran indicator.
- Engagements with Veterans, including focused sessions with Women, 2SLGBTQI+ and Indigenous Veterans, as well as national and local government partners, industry and a wide variety of stakeholders, including those who support Veteran employment.
- Programs used by Five Eyes international partners.
- The Report of the Standing Committee on Veterans Affairs on the National Strategy for Veterans Employment and the Government's response.
- [Canada's National Disability Inclusion Action Plan](#).

Research from Canada and around the world shows that finding a job after leaving the military is an essential component of a Veteran's well-being. It supports financial stability, gives Veterans a sense of purpose, and helps them stay connected with others. According to the Department of National Defence (DND), on average, Veterans release from the CAF at age 39,⁴ meaning many have years of employment ahead of them. Of those who release either medically or voluntarily, it is estimated that up to half may be looking for new employment. This employment strategy targets these releasing Veterans, but also takes into account the thousands of Veterans that have already released, and who find themselves searching for new opportunities.

⁴ [Health and Well-Being of Canadian Armed Forces Veterans](#)



For the first time in 50 years, the 2021 Census of Population collected data on both Veterans and current serving CAF members.⁵ This data provides valuable insight into the Veteran population, in particular on their employment situation, such as their status in the labour force. Some noteworthy findings include:

- 461,240 Canadians were counted as Veterans.
- Almost one-third of Veterans were in the core working age group of 25 to 54 (32%).
- Over two in five Veterans were aged 65 and older (41.8%).
- One in six Veterans were women (16.2%).
- The unemployment rate among Veterans was reported to be slightly lower than the overall general population, standing at 8.6% compared to 10% for the Canadian public during the 2021 Census. Approximately 13% of Veterans earned income through self-employment compared to 15.4% in the general population.

⁵ [Canada's Veterans: By the numbers - Statistics Canada \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/92-628-x/2022001/article/00001-eng.htm)

- Over 65,000 Veterans aged 25-65 were not actively engaged in the labour force, meaning that they were unable or unavailable for work, or not actively looking in the four weeks leading up to the Census.
- While Veteran participation rate in the workforce is lower than the Canadian public, the Census identified that Veterans aged 25-64 represent a potential workforce of 259,605 people.
- Women+ Veterans⁶ were less likely to participate in the labour force than other Veterans and the Canadian public.⁷
- Indigenous Veterans were shown as having higher unemployment rates than other Indigenous people.

At the time of the 2021 Census, Statistics Canada reported that there were 731,905 vacant jobs in Canada.⁸ Since that report, the fourth quarter statistics for the 2023-2024 fiscal year indicate job vacancies have fallen to 678,500⁹ and a 6.1% unemployment rate as of April 2024.¹⁰ There are Veterans with the talent needed to fill these positions who can make an impact on the civilian workforce. Data from the 2021 Census, and the upcoming 2026 Census will be invaluable to informing this strategy, well-being programs, supports, and services for Canadian Veterans and their families for years to come.

2.2 Veteran transition to the civilian workforce

CAF members undergo extensive training that equips them with valuable skills and expertise which can translate effectively to the civilian workplace. These include leadership, project management, problem-solving abilities, teamwork, adaptability, dedication, and strategic planning, among others. Many CAF members also receive formal education while serving, including college or university courses, vocational training, and certifications, further increasing their potential.

As everyone's transition experience is unique, a tailored approach is needed for providing employment support. On one hand, individuals who have dedicated 25 or more years to military service may opt for retirement without pursuing further employment, or they may only seek part-time work. On the other hand, Veterans may have five or ten years of service and may want to transition into the same field in the civilian workforce. For others, a new and entirely different path may be on the horizon, such as running their own business or volunteering in their community.

The National Veterans Employment Strategy aims to be reflective and responsive to the varying needs of individual Veterans. It will help ensure that every Veteran who wants to work has access to the support they need to find a suitable job that leverages the expertise they earned while in service. At a time when Canada looks to strengthen its economy and fill a wide variety

⁶ According to the 2021 Census definitions, "Women+" includes women (and/or girls), as well as some non-binary persons. Men+" includes men (and/or boys), as well as some non-binary persons.

⁷ [Classification of Labour Force Status](#). The participation rate is the labour force, both employed and unemployed, divided by the working age population

⁸ [Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by industry sector, quarterly, unadjusted for seasonality, inactive \(statcan.gc.ca\)](#)

⁹ [The Daily — Job vacancies, fourth quarter 2023 \(statcan.gc.ca\)](#)

¹⁰ <https://www150.statcan.gc.ca/n1/daily-quotidien/240510/dq240510a-eng.htm>

of jobs, government, the private and not-for-profit sectors need to work together to create a more positive experience for those stepping out of uniform.

2.3 Existing employment programs and support for Veterans

A number of government initiatives already exist which work towards helping Veterans find careers following their time in the CAF. These programs provide Veterans with education and training, career counselling, mentoring, and networking opportunities, equivalency resources, and direct support for employers and human resource professionals. They are designed to ensure military members are equipped with the skills and knowledge they need to maximize their post-military employment potential.

Before their release, the CAF offers a range of services to assist members in planning and preparing for their transition to civilian employment. This includes career assistance seminars, career transition workshops and individual career and education counselling. Some of these education and awareness programs contain joint CAF/VAC programming intended to enhance their education while serving and to prepare for future employment opportunities post-service.

Veterans who have already released can access a series of supports and benefits through VAC, other government departments and providers to enhance their transition to the civilian job market. These include:

[Career Transition Services](#): resources that provide still-serving and released members with career counseling, assistance with resume writing and interview preparation to help them find a new career.

[Education and Training Benefit](#): a taxable benefit that facilitates access to formal post-secondary training, and short courses, such as those for career and personal development.

[Vocational Rehabilitation Services](#): programs tailored to help ill and injured Veterans and RMCP members identify a suitable career path, which provides financial support for training and related costs, and job search skills development.

[Veteran Employment Webinars](#): local, regional and national virtual showcases for Veteran-focused employers to connect with Veteran jobseekers in real-time.

[LinkedIn Group for Veterans](#): This group called Hire A Veteran / Embauchez un(e) vétéran/vétérane currently has over 5500 members consisting of Canadian employers and Veterans and highlights dozens of new job opportunities on a weekly basis.

The Government of Canada has also launched several initiatives designed to increase entrepreneurship opportunities for equity-deserving groups. These include:

- [Women Entrepreneurship Strategy](#), which helps women grow their business through increased access to financing, talent, networks, and mentorship.
- [Aboriginal Entrepreneurship Program](#), which provides access to capital and business opportunities to Indigenous entrepreneurs and business owners in Canada.
- [Black Entrepreneurship Program](#), a partnership between the Government of Canada, Black-led business organizations, and financial institutions, which will help Black Canadian business owners and entrepreneurs grow their businesses.

These are bolstered by initiatives such as The BuyVeteran directory, a national directory dedicated to promoting hundreds of businesses owned by Veterans and members of the military community, the not-for-profit organization Canadian Legacy project that runs a Veteran Business Boot Camp program, and the newly launched, Mission Entrepreneur is a virtual on-line program offered to Veterans by the University of Ottawa.

Yet despite these existing initiatives, there remain gaps in supporting Veterans seeking post-military career employment.

Annex A provides a detailed list of programs and support.

3.0 Consultation with Veterans and stakeholders

The Veteran Employment Strategy was informed by a series of consultations held between September 2022 and March 2024. Veterans, CAF members, military families, stakeholders, employers, VAC employees and organizations supporting provincial or federal employment opportunities participated in these consultations, including:

- Let's Talk Veterans: an online consultation open to the public but targeting Veterans (September-October 2022).¹¹
- Employer Survey: Shared with employers that VAC corresponds with regularly and who already employ Veterans (September 2022).
- Ministerial meetings, with in-person and virtual participation, were held with employers, partners, third-party and post-secondary organizations (November 2022).
- Consortium of representatives from post-secondary institutions (February 2023).
- Intergovernmental consultation involving 16 federal government departments (May 2023).
- Ministerial roundtable event on equity-deserving Veterans which included women and Indigenous participants (June 2023).
- Four separate meetings took place with representatives from unions, post-secondary institutions, Indigenous and 2SLGBTQI+ communities (October 2023).
- A National Stakeholder Summit: a two-day event held with representatives from Ministerial advisory groups and stakeholder groups to provide a forum to share information and hear feedback on existing, new, and upcoming benefits and services, as well as other issues of interest to the participants, including Veteran employment (March 2024).¹²

Consultations and engagement with stakeholders will continue over the life of the strategy including in the shape of a Veteran forum. This will ensure that the strategy continues to reflect Veterans' needs, as well as labour market data.

3.1 Key findings

The following themes emerged throughout the above noted consultations with more than 1,200 Veterans and stakeholders:

¹¹ [National Veterans Employment Strategy | Let's Talk Veterans- Canada.ca \(letstalkveterans.ca\)](https://www.letstalkveterans.ca)

¹² [Minister Petitpas Taylor to bring Veterans, women Veterans and stakeholders together for a week of engagement - Canada.ca](https://www.minister-petitpas-taylor-to-bring-veterans-women-veterans-and-stakeholders-together-for-a-week-of-engagement-canada.ca)

Understanding military experience: Veterans often feel that civilian employers do not understand the full value of their military skills and experience. Veterans, on the other hand, do not always recognize how their military experience can translate into civilian roles. While some Veterans received training in the military that directly matches jobs, credentials and qualifications in the civilian workforce, other Veterans and employers have difficulty translating their transferrable skills. During consultations, many employers and human resource professionals confirmed they do not fully understand the nature and depth of various military occupations and their associated skills and responsibilities.

Translation challenges: Veterans report that when searching for jobs, it can be difficult to translate their military experience into terms that resonate with civilian employers. Nearly half of the participants from the Let's Talk Veterans consultation, held in the fall of 2022, indicated that their military occupation or trade does not have a recognized civilian equivalency. For some Veterans, applying for jobs after the military may be the first time they are filling out job applications or developing resumes, which leads them to often overlooking the soft skills they have acquired.¹³ Teaching Veterans how to effectively communicate the relevance of their accomplishments can lead to employers understanding the valuable skills Veterans possess and enable them to find meaningful, rewarding employment.

Cultural differences: Military and civilian workplaces often have different organizational cultures, including communication styles, hierarchies and decision-making processes. Veterans can find it challenging to adapt to the more informal and decentralized structure of many civilian workplaces after being accustomed to the regimented nature of the military.

Lack of civilian credentials: Many civilian jobs require specific credentials or qualifications, such as degrees, certifications or licenses, that may not be directly attainable through military service alone. As a result, employers may perceive that Veterans without civilian credentials lack the necessary qualifications for certain roles, even though their training and experience are highly relevant and transferable.

Stereotypes: Some Veterans reported they felt employers may hold biases or stereotypes about hiring Veterans. These stereotypes, which vary but may include perceptions about adaptability, Veterans' mental health issues, such as assumptions that all Veterans suffer from post-traumatic stress disorder (PTSD) or other psychological issues, can also influence employers' perceptions and hinder recognition of Veterans' skills. However, it is important to note that these stereotypes are often inaccurate and unfair generalizations that do not reflect the diverse skills, experiences, and characteristics of individual Veterans. The reality is that most Veterans have a strong sense of dedication to their team and an overwhelming desire to be productive in the workplace.

Networking: Many Veterans have spent much of their career within the military, resulting in fewer civilian connections compared to those who have been working in civilian industries. Their networks tend to be limited to members within the CAF; having fewer professional networks and connections than their civilian counterparts can impact their ability to find jobs that recognize their experience.

Addressing these challenges will require coordinated efforts to educate employers about the value of Veterans' skills, provide support for Veterans to translate their experiences more

¹³ [National Veterans Employment Strategy | Let's Talk Veterans- Canada.ca \(letstalkveterans.ca\)](https://www.letstalkveterans.ca)

effectively, and combat stereotypes and biases through awareness and advocacy efforts. The following section outlines further measures that will empower Veterans and enable them to excel in civilian careers.

4.0 The strategy – goal, principles and strategic objectives

The National Veterans Employment Strategy aims to ensure that all Veterans can find meaningful work post-military service. While there are initiatives in place to help Veterans find meaningful employment, and many employers are seeing the benefits of hiring Veterans, more can always be done to increase awareness and develop new opportunities for both Veterans and employers.

Goal: To ensure Veterans experience a smooth transition to the labour market after service, where they find opportunities for meaningful employment in the career of their choice.

Principles: Veteran-centric, evidence-based and integrated.

There is no single career path that is preferred by Veterans. Some Veterans want to pursue a similar career path after service, others may look to move into completely new and different jobs, while some may look to start their own business. Research indicates Veterans are interested in pursuing employment in a wide range of industries, including healthcare and social assistance; administrative support; waste management and remediation services; retail; professional, scientific, and technical services; manufacturing; construction; transportation and warehousing; and education and training.¹⁴

Using a Veteran-centric approach and building on the feedback heard in consultations with Veterans and stakeholders, the employment strategy is supported by four main objectives. Activities under each objective will be further developed to adapt to the changing Veteran employment landscape.

¹⁴ [Pre- and post-release income of regular force veterans: life after service studies 2019 / Alain Poirier, Mary Beth MacLean, Teresa Pound, Linda VanTil.: V3-1/8-2021E-PDF - Government of Canada Publications - Canada.ca](#)

Goal

To ensure Veterans experience a smooth transition to the labour market after service, where they find opportunities for meaningful employment in the career of their choice.

Principles Veteran-centric • Evidence-based • Integrated

Strategic Objectives



Improving Services and Expanding Programs for Veterans

- Improve existing supports and services
- Expand supports and services
- Recognize Veteran skills and experience



Creating and Recognizing Veteran Ready Employers

- Promote Veteran employment and retention in the workplace
- Increase employer engagement
- Create a network of 'Veteran Ready' employers



Positioning the Public Service as a Leader for Veteran Employment

- Improve Public Service hiring processes
- Establish a community of practice for Veteran employment within the Public Service
- Align across all levels of government



Building Trusted Partnerships

- Establish strategic partnerships
- Leverage community-based partnerships
- Create a national directory



Objective 1: Improving services and expanding programs for Veterans

It is important that employment assistance and services are tailored to Veterans' unique needs. Strengthening existing services will address gaps and barriers and improve employment outcomes for Veterans.

The following actions will lay the groundwork for new and improved employment supports and services for Veterans:

- VAC will redevelop its website to become a one-stop shop for information on Veteran employment. The Digital Hub will contain information and tools to support Veterans, employers and partner organizations. This work will begin in 2024.
- Enhance and promote existing peer mentoring networks that help connect Veterans in the civilian labour market. This work is ongoing.
- VAC, CAF and Military Family Services will work together to create materials to better prepare Veterans to enter the civilian workforce. This work is underway.
- To address the gap in knowledge regarding equity deserving groups, including women, 2SLGBTQI+ and Indigenous Veterans, VAC will begin a research study to identify gaps and barriers by fall 2024.
- Promote awareness of services available through Career Transition Services in the areas of career coaching, learning modules and job development. This work is underway.
- Improve and expand awareness of educational programs for serving CAF members, including the Education and Training Benefit and the High School Initiative. This work will begin in fall 2024.
- VAC will explore entrepreneurship opportunities, including partnering with more organizations, to support Veterans looking to start their own businesses. This work will begin in 2024.

Initiatives designed to recognize Veteran skills and experience are essential for maximizing their potential in civilian jobs and fostering a workplace culture that values and respects the contributions of Veterans.

VAC commits to undertake the following initiatives:

- Work with the Department of National Defence and the Department of Employment, and Social Development Canada (ESDC) to help Veterans and employers understand military expertise and competencies. This includes enhancing the online [Veteran Job Bank](#) as well as improving existing skills translator tools, which assist Veterans in articulating their qualifications in a way that employers understand and potentially position them as suitable candidates during the job application process. Work will begin in summer 2024.
- Continue to work alongside with federal partners, professional regulatory bodies, and certifying entities to take accreditation of military occupations and trades and align them with their civilian equivalents. This includes areas such as healthcare licenses, skilled trades certifications, and maritime and aviation transport qualifications. This work is underway.

- Work with Public Safety Canada to explore opportunities to increase support for Royal Canadian Mounted Police (RCMP) Veterans in need of career transition resources. This work will begin in 2024.



Objective 2: Creating and recognizing Veteran ready employers

Many organizations dedicated to hiring Veterans are already seeing first-hand the benefits of adding highly motivated, trained and dedicated individuals to their workforce. There is an informal network of employers who communicate regularly with VAC, CAF and Veteran stakeholders to promote and develop opportunities for Veteran employment. For example, Helmets to Hardhats, a national non-profit organization, has matched Veterans with career opportunities in the construction industry for more than a decade. Coding for Veterans is another successful partnership with the University of Ottawa that offers an online, instructor-led program which gives Veterans an opportunity to join the technology industry and start a career in software development and cyber security. These are two of many partners working in the Veteran employment space.

More work is needed to help employers connect with Veterans, understand the skillsets Veterans bring to their respective fields and break stereotypes surrounding Veterans' health.

To increase employer engagement in hiring Veterans, the Government of Canada will:

- Commit to hosting a Veteran-Employer Forum to bring together Veteran Ready employers, and employers aspiring to become Veteran Ready so they can exchange best practices, foster collaboration and engage with other stakeholders. Planning is underway for a Veteran Employer Forum which will be held in early 2025.
- Encourage more employers to become Veteran Ready by recognizing their efforts, providing a seal of recognition to employers for use on their websites and promotional products. This work is underway and will launch in 2024. Veteran Ready employers will be defined using a set criteria, such as:
 1. A strong commitment to integrate and support Veterans;
 2. A Veteran hiring strategy;
 3. Commitment to Veteran mentorship;
 4. Dedicated professional development programs for Veterans; and,
 5. A willingness to share best practices with other organizations.
- Continue to align VAC and CAF career transition efforts in hosting webinars and promoting networking events that bring business leaders together with Veterans. This work is underway.



Objective 3: Positioning the public service as a leader for Veteran employment

Public sector opportunities

Data, research, and consultations have consistently found that more than one-third of Veterans wish to work in the federal, provincial, territorial, or municipal public service.¹⁵ While government

¹⁵ [Pre- and post-release income of regular force veterans: life after service studies 2019 / Alain Poirier, Mary Beth MacLean, Teresa Pound, Linda VanTil.: V3-1/8-2021E-PDF - Government of Canada Publications - Canada.ca](#)

agencies are already championing Veteran employment initiatives, their continued support and collaboration will be essential for moving forward.

The *Public Service Employment Act* makes it easier for eligible CAF Veterans and serving members to obtain jobs in the federal public service. The Act provides them access to job opportunities and they are given priority consideration for certain positions based on their military service and experience.¹⁶ In addition, there are potentially several hundred Veterans employed as public servants across federal agencies and Crown Corporations. We will continue to improve data analytics tools to identify the number of Veterans, indicated through self-identification, employed throughout the public service.

The following initiatives and measures will be championed to enhance federal public service hiring opportunities for Veterans:

- VAC, in its role as a champion for Veteran employment is committed to adding more Veterans to its workforce, ensuring that hiring occurs across all levels of the Department. VAC will establish a Veteran hiring target and report back to the Minister annually.
- Develop a Community of Practice for the Government of Canada focused on Veteran employment in the federal public service. To ensure accountability, a Deputy Minister Champion will be identified to advocate and lead efforts working closely with VAC and DND. The Community of Practice will launch in 2025 and will provide a dedicated forum to:
 - Collaborate across federal departments to share best practices and promote recruitment and retention of Veterans as key elements in human resource strategies.
 - Create and disseminate targeted learning materials for hiring managers and human resources professionals to increase awareness of Veteran employment tools and share best practices for Veteran recruitment.
 - Establish a method for peer-to-peer connections among Veterans working across government.
- Continuing to enhance and evolve current methods used to communicate employment opportunities for Veterans within the public service, including the Hire a Veteran LinkedIn group, Hire a Veteran day, DND/CAF and VAC Career Transition services webinars and ESDC's Job Bank for Veterans. This work is underway.
- Increase awareness among CAF members and Veterans about priority entitlements and the provisions that apply to Veterans under the *Public Service Employment Act*.
 - This will be done through more frequent presentations and work with CAF Transition Group to ensure still serving members know about supports available to them after their service. This work will begin in 2025.
- Explore sharing talent inventories of Veteran candidates for use throughout the public service. This work will begin in 2025.
- Increase awareness among RCMP members discharged for medical reasons of their options for public service positions. This work is underway.

It is important to note that in addition to the federal public service, there are provincial, territorial and municipal level initiatives focussed on improving Veteran recruitment, hiring and retention in both the private sector and civil or public service. The Government of Canada is committed to

¹⁶ [Public Service Employment Act \(justice.gc.ca\)](https://www.justice.gc.ca)

reaching out to provinces and territories to learn about the work they do to promote Veteran employment.



Objective 4: Building trusted partnerships

Building partnerships between government and non-government organizations is essential to creating a large and diverse ecosystem filled with organizations motivated to provide comprehensive and tailored assistance to Veterans as they seek civilian employment. These organizations have different resources, expertise and networks; by working together, they can maximize their impact, reach a broader range of Veterans, and ensure that Veterans receive the help they need to successfully transition to civilian careers.

Transitioning out of military service can leave many Veterans searching for a sense of purpose, and volunteering can offer just that. Contributing to causes they care about allows Veterans to continue serving others and make a positive impact in their communities, which can be deeply rewarding on a personal level. By incorporating volunteer opportunities into the employment strategy, organizations can help Veterans find fulfillment and purpose in their post-military lives while also benefiting from their unique talents and perspectives.

True Patriot Love Foundation, a national charity that is dedicated to serving Canadian military members, Veterans and their families was awarded funding from VAC's Veteran and Family Well-Being Fund for the 2022-2023 year for their project that addresses the loss of purpose that can occur when Veterans transition to life after service.¹⁷ The project will develop a National Action Plan on Veteran Volunteerism that will support their well-being.

Team Rubicon Canada, a Veteran-led humanitarian organization, and Veteran and Family Well-Being Fund recipient, offers free emergency management education to Veterans. The training, support and opportunities they provide allows Veterans to continue to help improve their communities after their service, and it enhances their employability in emergency management in their life after service.

Additionally, existing government partnerships can continue to be leveraged to support Veteran hiring. These include:

- **Seamless Canada**: launched in 2018 by the DND/CAF to improve services to CAF members and their families when they move to a different province or territory. It serves as a forum for discussions with provincial and territorial governments and partners; discussions directly affect Veterans by prompting changes in programming and services. There is an opportunity to improve Veteran employment issues such as credential recognition, certification and provincial Veteran employment programs.
- **Canadian Military, Veteran and Family Connected Campus Consortium**: a partnership between VAC, CAF and participating post-secondary institutions. It is a national community of practice that promotes the establishment of campuses which support the academic success and well-being of military members, Veterans and their families. This includes recognizing the skills and experience of these students to grant equivalencies and allow them to enter programs at an appropriate level.

¹⁷ [2022-2023 funding recipients \(veterans.gc.ca\)](https://veterans.gc.ca)

- **National Shipbuilding Strategy:** there is a high demand for skilled labour and Veterans have been identified as a pool with the required expertise to meet these needs. Public Services and Procurement Canada leads a Human Resources network to support a sustainable talent recruitment strategy into shipbuilding trades and project management. Employers are provided with Veteran employment tools and encouraged to become Veteran Ready.

Finally, on an international level, VAC participates in a Five Eyes Veteran Employment Research working group which studies the services and supports offered by each participating nation for the military transition to the civilian labour market. These discussions and analyses have led to a collective understanding of the needs, challenges and aspirations of Veterans securing employment and pursuing careers after leaving the military. VAC and DND/CAF will continue to work with international partners to share best practices, collaborate on the development of policy ideas and initiatives, and share new research data as it becomes available.

In collaboration with these organizations and the many non-governmental organizations, both for profit and not-for-profit, that contribute to the Veteran employment ecosystem, the Government of Canada will:

- Undertake a review of community-based organizations in Canada to identify gaps in services and to create a directory of existing supports available to all Veterans, CAF members and their families. This work will augment and align with the on-going work undertaken by DND/CAF to develop a National Resource Directory. This work is underway.
- Increase engagement with non-governmental organizations to share information, align activities and identify opportunities to collaborate. This work is underway.

5.0 Gender-based analysis plus

Veterans represent a diverse population in terms of sex, gender, age, sexual orientation, race/ethnicity, language, religion, ability, residence, and more. In the past there were significant challenges with data limitations regarding the Veteran population. The 2021 Census of Population has contributed significantly to enhancing understanding of the broader Veteran population. It has provided valuable information to guide the design and delivery of equitable and inclusive programs and services, including those being developed within the National Veterans Employment Strategy.

The results of the Census, along with existing internal data, and voluntary research studies¹⁸, have identified vulnerable groups. To date, VAC has consulted with women, 2SLGBTQI+ and Indigenous Veteran stakeholders to gain further insight about the barriers they face in their transition to the civilian workforce and to discuss ways to overcome these barriers.

Through consultation, VAC has heard from women Veterans that they face unique experiences inside, and outside the military, which necessitate tailored employment supports. This includes

¹⁸ [Veterans Affairs Canada: Gender Based Analysis Plus \(GBA+\) Strategy](#)

taking into account the experiences of women who experienced trauma or discrimination during their service, and those balancing work and caregiving responsibilities.

Discussions with Indigenous Veterans revealed that many releasing CAF members wish to return to their communities for post-service employment, however for communities in rural areas, employment opportunities may be limited, or they may face communication and accessibility challenges (e.g. lack of reliable internet). As such, it will be imperative to further develop relationships with Indigenous communities and Indigenous employment leaders to reduce barriers to civilian employment and create new employment opportunities in their preferred location.

The National Veterans Employment Strategy is underpinned by inclusive representation at all feedback opportunities and a performance measurement framework. Through this work, the Government of Canada strives to ensure Veterans have equitable opportunities in the labour market and equitable well-being outcomes. The consultations provided a clear indication that more work needs to be done to understand how to tailor supports to equity deserving Veteran to ensure equitable access to employment. As mentioned, VAC will be providing resources to conduct research to better identify these gaps and how to address them, so all Veterans find rewarding employment.

6.0 Conclusion

The National Veterans Employment Strategy is a roadmap to increase employment opportunities for Veterans, promote their well-being and enable their success as they transition to civilian life. By working together with all partners, this Strategy aims to ensure that all Veterans can find meaningful work and purpose, using the skills and qualifications they acquired while in service to Canada.

As we learn more about Veteran employment, identify new partnerships and adapt programs and services, the strategy will adapt. Future iterations of the strategy will draw on new research and feedback from Veterans and expand to include more volunteer opportunities for Veterans. The goal is for the strategy to evolve in line with Veterans' needs, through evidence-based approaches and ongoing consultation. VAC is committed to regularly update the strategy to ensure it effectively addresses new issues and meets the changing needs of Veterans through evidence-based approaches and ongoing consultations.

Veterans bring incredible value to the civilian workforce. By helping Veterans recognize and leverage their unique strengths and experiences, and by collaborating with employers, we can build stronger, more resilient and more inclusive workplaces. Unlocking the potential of Veterans, not only honours their service to Canada, it also promotes success and growth in all industries and sectors.

Annex A – Current Veteran employment programs and supports

Federal government

Department	Program/ Initiative	Description and Link
Veterans Affairs Canada	Transition Interview	Transition interview conducted by Veterans Affairs Canada to assist Veterans in their upcoming transition. Transition interview - Veterans Affairs Canada
Veterans Affairs Canada	Career Transition Services	Career Transition Services provides one-on-one career counselling, help with resume writing, interview preparation, and job-searching Career Transition Services - Veterans Affairs Canada
Veterans Affairs Canada	Education and Training Benefit	A taxable benefit that assists Veterans furthering their skills with funding for formal post-secondary training, and short courses, such as those for career and personal development. Education and Training Benefit (ETB) - Veterans Affairs Canada
Veterans Affairs Canada	Veteran and Family Well-being Fund	Provides grants and contributions to organizations for new or innovative research, initiatives and projects that support the well-being of Veterans and their families. Veteran and Family Well-Being Fund- Veterans Affairs Canada
Veterans Affairs Canada	Vocational rehabilitation	Vocational rehabilitation services can include: <ul style="list-style-type: none"> • help with identifying a suitable career path (with consideration of your health condition), • financial support for training and related costs (such as tuition and books), and • job search skills development (such as résumé writing and interview skills). Vocational Rehabilitation - Veterans Affairs Canada
Veterans Affairs Canada	Vocational assistance	Support for spouses/partners and survivors of Canadian Armed Forces Veterans who are unable to take part in vocational rehabilitation due to their health condition, or a survivor of a Canadian Armed Forces member or Veteran whose death was service-related. Vocational assistance provides skills development, education or training and other supports to help establish a new career. Vocational specialists and other professionals will work with spouses/partners and survivors to build their vocational assistance plan. Vocational assistance (veterans.gc.ca)

Veterans Affairs Canada	Veterans Employment Unit	<p>This team works to promote Veteran employment in both the private sector and public service through various activities including:</p> <ul style="list-style-type: none"> • Outreach and engagement with employers and third party organizations interested in, or actively supporting, Veteran employment. • Facilitating direct connections between employers and the Veteran community. • To date, virtual career webinars have attracted 4,000 Veterans and transitioning CAF members, 40 Federal departments/agencies and 200 private sector companies. <p>Jobs for Veterans - Veterans Affairs Canada</p>
Veterans Affairs Canada	Jobs in the Federal Government – Provisions	<p>The Public Service Employment Act includes provisions to help transitioning Canadian Armed Forces members and Veterans access federal public service job opportunities.</p> <p>Before you start – Veterans Affairs Canada</p>
Veterans Affairs Canada	Hire A Veteran – LinkedIn Group	<p>LinkedIn group connecting Canadian Veterans with Canadian Jobs.</p> <p>Hire A Veteran / Embauchez un(e) vétéran/vétérane</p>
Veterans Affairs Canada	Jobs at VAC and Job Connex: Serve those who have served	<p>VAC has a dedicated careers webpage to search current VAC openings in and to the VAC JobConnex portal, where Veterans of the CAF and/or RCMP can self-identify to create a profile and apply for opportunities.</p> <p>Apply Now - Veterans Affairs Canada (VAC) JobConnex (hiringplatform.ca)</p>
Canadian Armed Forces	Canadian Armed Forces Vocational Rehabilitation Program for Serving Members	<p>Program for medically releasing CAF members that allows them to start vocational rehabilitation training up to six (6) months prior to release. Training may include academic upgrading or on-the-job training with a prospective employer.</p> <p>Canadian Armed Forces Vocational Rehabilitation Program for Serving Members</p>
Canadian Armed Forces	Canadian Armed Forces Long Term Disability (LTD) Vocational Rehabilitation Program	<p>This program is available to CAF members who have been medically released, or to those who are about to be medically released, or have been assessed as Totally Disabled and have been approved for benefits under the CAF LTD plan.</p> <p>The primary goal is to provide vocational rehabilitation support to assist eligible members in successfully transitioning to civilian employment by enhancing</p>

		existing education, skills, training and experience, if required. Canadian Armed Forces Long Term Disability Vocational Rehabilitation Program
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	Enhanced Transition Training (ETT)	Online training related to transitioning out of the Canadian Armed Forces. Obligatory for serving members with a date of release, but it is available to all CAF members. It is accessible only on the National Defence network. https://dln-rad.forces.gc.ca/login-lien/index.html
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	My Transition Seminar	Two-day seminars that provide a broad range of information on major transition topics including, but not limited to: pension benefits, VAC benefits, services and entitlements, administration procedures on release, SISIP coverage after release, family services, education benefits, career interests inventories, and job search tools, as well as networking opportunities. https://www.canada.ca/en/department-national-defence/services/benefits-military/transition/scan/personnel-selection-office.html
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	CAF Career Transition Workshops	Workshops which include four modules covered over a two-day period focusing on the following areas: Module 1: self-assessment for interests and skills; Module 2: resume writing; Module 3: interview techniques; and Module 4: job search techniques. Canadian Armed Forces Career Transition Services - Canada.ca
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	CAF Long Term Planning (LTP) Seminars	Seminars for serving Canadian Armed Forces members to help plan military careers, transition, retirement etc. Canadian Armed Forces Career Transition Services - Canada.ca
Canadian Armed Forces Canadian Forces	Individual Career and Education Counselling	One-on-one counselling and expertise by personnel selection officers that provide information on in-service occupation transfers, education upgrading, information on education reimbursement benefits, and assistance with job search techniques, tools, and recommendations.

Morale Welfare Services (CFMWS)		https://www.canada.ca/en/department-national-defence/services/benefits-military/transition/scan/personnel-selection-office.html
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	MTEP – National Resource Directory	Resource directory for organizations with Veteran programs and services, as well as employment opportunities. Military Transition Engagement & Partnerships (MTEP) - Canada.ca
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	Digital Transition Centre	Digital hub with resources pertaining to transition. Digital Transition Centre Home Canadian Armed Forces (CAF) Transition Group Digital Transition Centre (canada.ca)
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	My Skills & Education Translator (MySET)	Centralized digital resource in the CAF Accreditation Certification Equivalency (ACE) portal that can be used to identify which post-secondary institutions (PSI) recognize prior learning (RPL) for military skills and education. This may be in the form of civilian equivalency, accreditation of specific occupation training, education, experience, or a combination. My Skills & Education Translator CAF ACE (forces.gc.ca)
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	Military Occupational Structure Identification Code (MOSID)/National Occupation Code (NOC) Equivalency Tool (MNET)	Digital tool that acts as a ‘military to civilian’ or ‘civilian to military’ job translator. MNET data is based on the Canadian Armed Forces (CAF) job-based specifications and Employment and Social Development Canada (ESDC)’s list of civilian occupations, known as the NOC catalogue. MNET - MOSID/NOC Equivalency Tool (forces.gc.ca)
Canadian Armed Forces Canadian Forces Morale	Canadian Armed Forces Employer Support Program	Resources and information for employers and educators to support members of the Primary Reserve. Supporting Reservists - Canada.ca

Welfare Services (CFMWS)		
Canadian Armed Forces Canadian Forces Morale Welfare Services (CFMWS)	Military Spousal Employment Network (MSEN)	Online career hub for military spouses and partners of CAF members and Veterans, CFMWS Find a job CFMWS
Employment and Social Development Canada	Job Bank for Veterans	Job Bank is Canada's national employment service, available as a website and mobile app, which includes tools for job searching, resume building and a link to MNET (a military to civilian job translator). Veterans - Job Bank
Department of Fisheries and Oceans Canada and the Canadian Coast Guard	DFO & CCG National Talent Bank	Veterans can self-identify when creating a talent profile for an inventory that can be accessed by DFO/CCG hiring managers. Applicants are also encouraged to consider specific job opportunities by visiting: Job search (cfp-psc.gc.ca) Fisheries & Oceans and the Canadian Coast Guard - National Talent Bank - Application Form (hiringplatform.ca)
Department of National Defence (DND)	DND Talent Inventory	Veterans can self-identify when creating a personal profile for inclusion in a DND inventory of individuals ready and available for employment, which may be sent to hiring managers who have vacancies to fill Department of National Defence - ministère de la Défense nationale (hiringplatform.ca)
Canada Revenue Agency	CRA - Careers Candidate Profile	Veterans can self-identify when creating a candidate profile to apply for CRA job opportunities. Welcome veterans - Canada.ca

Provincial/Territory

Province/Territory	Program Description and Link
Prince Edward Island	Government of Prince Edward Island The provincial civil service act includes the following for Veterans : In all competitive examinations for admission to the civil service veterans shall, if they obtain the minimum marks necessary to qualify them, be credited with bonus marks of ten per cent of the marks earned by them on the competitive examination. Civil Service Act (princeedwardisland.ca)
Nova Scotia	Civil Service Act (Section 21) – currently in review to update definition of Veteran:

	<p>Persons who are otherwise eligible for appointment to a position in the Civil Service and who have qualifications equal to the qualifications of other applicants for a position and who have served in the armed forces of the Crown in World War II or during the Korean conflict and who were honorably discharged or retired shall be given preference for appointment to the Civil Service.</p> <p>Civil Service Act (nslegislature.ca)</p>
New Brunswick	<p>Civil Service Act: The Act was amended in 2014 to outline “that in a competition for appointment to the New Brunswick civil service, a preference will be given to a veteran in the hiring process if they are among the most qualified candidates.”</p> <p>Amendments to the Civil Service Act supports veterans (gnb.ca)</p>
New Brunswick	<p>WorkingNB: Works in collaboration with CAF TC at CFB Gagetown and provides employment counselling and skill-building opportunities for Veterans.</p>
New Brunswick	<p>Licensing accreditation: Active and retired members of the Canadian military living in New Brunswick and holding a Department of National Defence (DND) 404 driver’s license may obtain an equivalent New Brunswick commercial vehicle driver’s license without additional training or testing.</p>
Newfoundland and Labrador	<p>Newfoundland Act: An Act to confirm and give effect to Terms of Union agreed between Canada and Newfoundland. Section 38-42</p> <p>Newfoundland Act - Royal Commission on Renewing and Strengthening Our Place in Canada (gov.nl.ca)</p>
Ontario	<p>Veterans Employment Act: Amended to PS of Ontario Act Priority for Veterans and Canadian Armed Forces Members.</p> <p>Bill 97, Veterans Employment Act, 2015 - Legislative Assembly of Ontario (ola.org)</p>
Ontario	<p>Veteran Friendly Ontario: In partnership with True Patriot Love and Challenge Factory. The goal is to encourage small and medium sized businesses to hire Veterans.</p>
Manitoba	<p>Civil Service Commission: Provides human resource sectors with information on what proof is required to confirm a candidate qualifies for Veteran status. Veteran status is to be a factor in hiring processes.</p>
Manitoba	<p>Civil Service Commission: Veteran status is a consideration in all competitions where it is deemed to be in the public interest. Veteran status is factored into the selection process by identifying it as a specific criterion. Civil Service Commission Policy Veterans' Preference (manitoba.ca)</p>
Alberta	<p>Military Family Resources:</p> <p>Links to information on education, health care and more to help military families and Veterans get set up and settled in Alberta.</p> <p>Military family resources Alberta.ca</p>
British Columbia	<p>WorkBC</p> <p>Resources for Veterans and serving military members</p> <p>Veterans and Serving Military Members WorkBC</p>

Not for profit organizations

Organization	Program or Initiative, Description and Link
Fondation Québécoise des Vétérans	The Quebec Veterans Foundation is a non-profit organization that provides financial assistance to organizations that aim to help Veterans residing in Quebec during their transition to life after service. Focus currently includes Veterans suffering from an Operational Stress Injury, such as PTSD, homelessness, unemployment, and Veterans in long-term care. The Foundation - Fondation québécoise des Vétérans (fqv-qvf.ca)
True Patriot Love	Canada's foundation for the military community, working to support military members, Veterans, and their families at every stage of their journey. Granting and Programs True Patriot Love Foundation
Helmets to Hardhats	Helmets to Hardhats provides opportunities in the unionized construction industry for serving, transitioning and former military members. Helmets to Hardhats Canada Serving Veterans and the Military Community
Coding for Veterans	Online, instructor-led, self-paced re-training program by Coding for Veterans delivered in partnership with the University of Ottawa Professional Development Institute. Home Page - Coding for Veterans
Roland Gossage Foundation	Soldiers In The Arts, uses theatre to address traumatic stress and related problems encountered by Veterans and their loved ones. Working closely with actors, directors, producers, dancers, writers, poets and artists, the SITA creates opportunities for participants to fulfil their artistic potential. Soldiers in Tech offers free education to train Veterans, Reservists and spouses in tech such as cyber security, full stack web development, data science and data analytics. Military The Roland Gossage Foundation Ontario
Treble Victor	The Treble Victor Group is a not-for-profit networking group for Veterans. Treble Victor Group Military Veteran Business Network
The Challenge Factory	The Challenge Factory is a research agency and consultancy that has created products specific to Veterans. <ul style="list-style-type: none"> • Veterans and Small Business Community Challenge • Veterans and Small Business Community Challenge • Canadian Guide to Hiring Veterans https://challengefactory.ca/
Canadian Legacy Project	Develops and funds programs for Veterans specific to education and entrepreneurship. It is also a registered charity that advocates for Veteran issues. <ul style="list-style-type: none"> • Got Your Six, Entrepreneurial Training, University Bursaries Canadian Legacy Project
Career Edge	The Career Edge Paid Internship Program Helps Primary Reservists that serve at their local reserve unit, Regular Forces members transitioning into life after service, and Veterans find paid internship opportunities with leading employers across Canada. https://www.careeredge.ca/

Prospect Now	Forces at Work is a free service designed to help members of the Canadian Armed Forces, including the ill and injured, transition into rewarding civilian jobs. BaseToBusiness offers supports to employers looking to hire Veterans. Forces@WORK (prospectnow.ca)
Canadian Franchise Association	Members can list franchise opportunities, including special discounts offered for military Veterans and Reservists, on the Military Veterans Program portal. Military Veterans Program - Look For A Franchise (cfa.ca)
Royal Canadian Legion	Veteran support and community service organization with programming aimed at many of the domains of well-being, including employment. Home - The Royal Canadian Legion
The Disability Channel	The Disability Channel offers an immersive learning experience aimed towards the completion of a fully accessible production based on the experience of 'Veteran Reintegration', in both documentary & podcast formats. Access-Ability • A FREE Digital Media Work Experience Program – Owlware

Academic

Institution	Program/Initiative
Consortium of Post-Secondary Institutions supported by Canadian Armed Forces, Veterans Affairs Canada	The Canadian Military, Veteran and Family Connected Campus Consortium The Canadian Military, Veteran and Family Connected Campus Consortium (CMVF3C) will help facilitate a coordinated approach to obtain college and university educations for four key groups: <ul style="list-style-type: none"> • Current serving military members who want to increase their education and knowledge while continuing to serve • Current serving military members who are transitioning out of the military • Veterans Families of these groups seeking to pursue further education and training New initiative to help Veterans access education - Canada.ca
BCIT	Military Employment Platform Services include: <ul style="list-style-type: none"> • Free access to the World of Work Inventory (WOWI) assessment tool • Military skills translation to life after service • Resumé and cover letter assistance • Access to the Essential Guide to the Civilian Workforce [PDF] Military Employment Platform – BCIT
Loyalist College	As a military-connected campus, Loyalist College provides specialized academic and social programming to support military-connected students' success, including community networking opportunities, recognition for co-curricular training, and leadership development. Programs and services will be developed with an understanding of the distinct life experiences of service members, Veterans, and their families. Campus : Loyalist College

Acadia University/ Professional Certificate in Maritime Security	Acadia University's Professional Certificate in Maritime Security (PCMS) Provides education and training for those seeking to enter the maritime security sector or those seeking to broaden their knowledge within maritime security. Welcome - Maritime Security (acadiu.ca)
University of Winnipeg	Credit for Military Training Military Training and Service Adult Learner Services The University of Winnipeg (uwinnipeg.ca)
Saskatoon Polytechnic	Credit for Military Training Canadian Armed Forces credit (saskpolytech.ca)
Algonquin College	Credit for Military Training Military (algonquincollege.com)
Fanshawe College	Supports created specific to military-connected students. Military-Connected Campus Fanshawe College
Georgian College	Supports created specific to military-connected students. Military-connected college - Georgian College
University of Alberta	Military and Veteran Friendly CampusHiMarc (Heroes in Mind, Advocacy and Research Consortium) Military and Veteran Friendly Campus University of Alberta (ualberta.ca)
University of Prince Edward Island	Improved services for Veterans A Memorandum of Understanding was signed between Veterans Affairs Canada and the University of Prince Edward Island to improve services for Veterans. Veterans Affairs Canada and UPEI forge new partnership University of Prince Edward Island
Athabasca University	Advanced credit for military training. Canadian Forces Online learning Athabasca University
Nova Scotia Community College	Signed MOU recognizing unique challenges for members of the military community wishing to further their education. Colleges partner to build supports, reduce barriers for military-connected learners NSCC
Portage College	Signed MOU recognizing unique challenges for members of the military community wishing to further their education. Military Student (portagecollege.ca)
Mount Royal University	Bursary Canadian Legacy Project partnered with Mount Royal University in Calgary to offer an annual bursary to those and /or their immediate family members, that have served or continue to serve in the Canadian Armed Forces. University Bursary Canadian Legacy Project