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*LIFE AFTER SERVICE STUDIES (LASS) SECONDARY ANALYSIS
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Effectiveness of Career Transition Services

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Research Directorate Data Report

Canada 

Research Questions

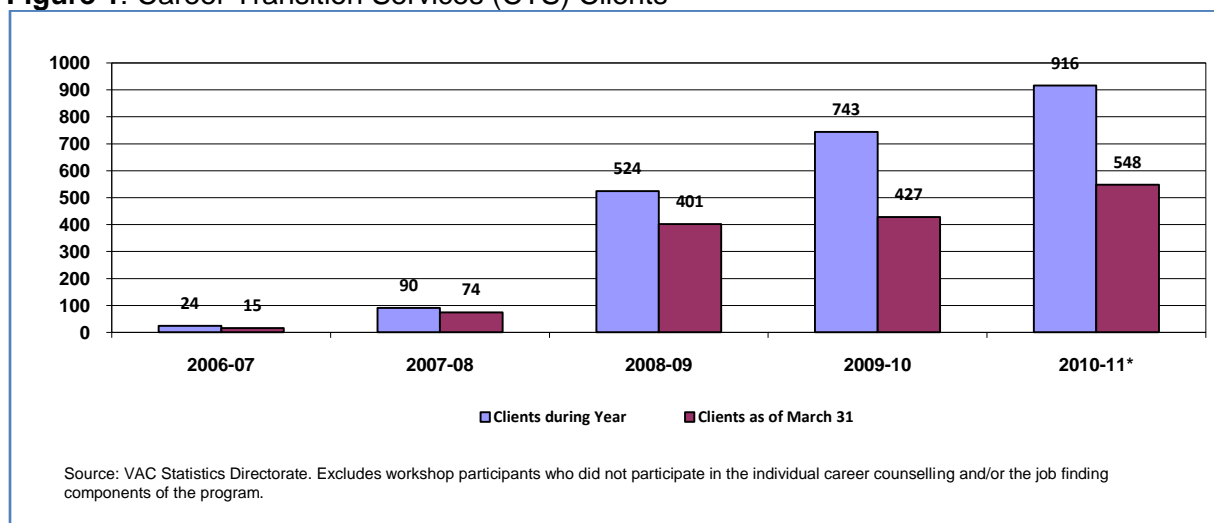
1. What is the evidence related to the effectiveness of programs similar to Career Transition Services (CTS) in the US (Transition Assistance Program) and the UK (Career Transition Partnership)?
2. Is CTS reaching those most in need of the program?
3. Can the effectiveness of the CTS Program be measured using currently available data sources?

Background

Veterans Affairs Canada's (VAC) Career Transition Services (CTS) Program, originally named the Job Placement Program, is part of the New Veterans Charter (NVC) suite of programs and is delivered in close collaboration with the Canadian Forces (CF). CTS aims to assist CF members and Veterans in planning for civilian employment once they have completed their military service by providing assistance to individuals to develop an appropriate résumé and be competitive in an interview situation. Training is offered through workshops, individual career counselling and job-finding assistance (see Appendix A for details). CTS has been delivered under contract by Right Management since October 2007.

Participation in CTS was fairly limited during the first two years, but reached over 500 in 2008-09 and has grown each year since. In 2010-11, 993 individuals participated in 134 career transition workshops (an estimated 17% of releases¹), and 916 were individual career counselling and/or job finding clients.

Figure 1: Career Transition Services (CTS) Clients

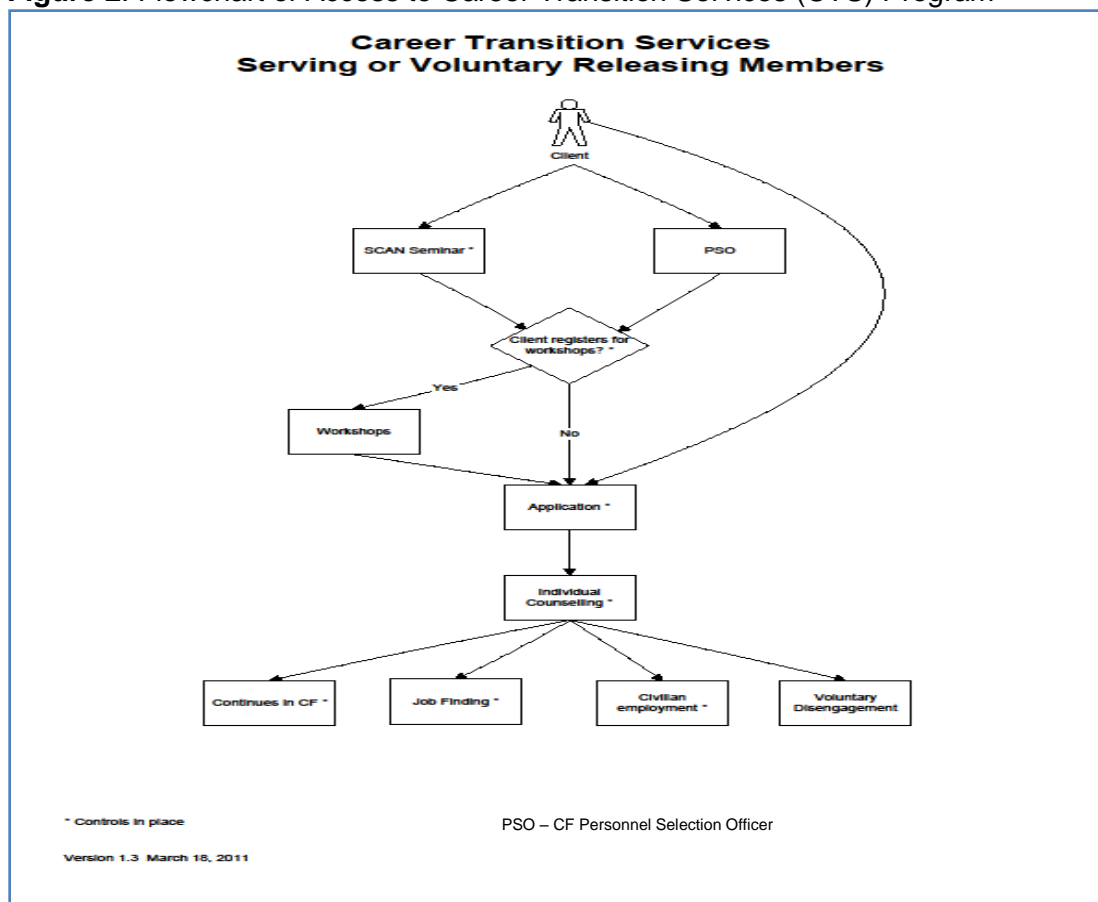


The primary vehicle for making CF members aware of VAC's CTS program is the DND transition seminar Second Career Assistance Network (SCAN) session. The transition

¹ As release statistics for 2010-11 were not available, it was estimated at 5,890 based on an average of the previous three years (5,438 Regular Force releases in 2006-07, 6,037 in 2007-08 and 6,195 in 2009-10). Source: Statistics Directorate.

seminar SCAN sessions are designed to assist CF members in planning their transition to civilian life. The Defence Administrative Orders and Directives (DAOD) on SCAN seminars indicate that CF member should attend a transition seminar SCAN at the half way point of their career (approximately after 10 years of service). Right Management delivers a presentation on CTS and the benefits of individual career counselling at the SCAN sessions. While potential clients can gain access to CTS through other channels such as Personnel Selection Officers, SCAN sessions are the main points of access (Figure 2).

Figure 2: Flowchart of Access to Career Transition Services (CTS) Program



In early 2009, VAC began work on Phase I of a three-phase evaluation of the NVC. The Phase I evaluation report (December 2009) questioned the design and delivery of CTS given the low utilization of the program. It went on to acknowledge that the national contract did not start until October 2007 and that utilization was expected to increase due in part to adjustments VAC was making², and recommended a comprehensive needs assessment and further exploration of identified overlaps with other federal programs to be completed by VAC's Program Management.

² The VAC/CF Steering Committee and the CF/VAC working group approved changes to the Job Placement Program: A name change to Career Transition Services (CTS); a move from a 2-day to a 3-day workshop; and earlier access to individual career counselling were all implemented by March 2010.

VAC's Rehabilitation Program Directorate completed the needs assessment in December 2010 and concluded that certain at-risk groups were not accessing CTS. This conclusion was based on (1) a comparison of the demographics of almost 600 members attending SCAN seminars in October and November 2010 who responded to a survey; and (2) findings from the Income Study related to high rates of low income among certain groups, such as the involuntary released, those released at younger ages and those with shorter lengths of service. The needs assessment recommended targeting these groups as well as reservists.

As part of the Life After Service Studies program of research, the Income Study (January 2011) examined the incomes of Regular Force Veterans released from 1998 to 2007 and found that some groups were more likely than others to experience low income and to receive Employment Insurance (EI). While 15% experienced low income post-release, for some groups this rate was more than double. Highest prevalence was among those released between the ages of 15 and 19 (41%), involuntary releases (37%), and those released as recruits (35%). Over one-third (35%) of Veterans received EI at least once post-release. Highest rates of EI were among Veterans living in Newfoundland (60%) and those released as privates (59%). The lowest rate was among those released as senior officers (8%). The report suggested further research in terms of VAC program and service reach.

When the needs assessment report was being prepared, the STCL report was not yet available. The STCL report included results for 3,154 survey respondents and found that the majority of Veterans (89%) worked after release; the unemployment rate for Veterans (8%) was the same as that of the general population; and most Veterans agreed that military experience, education and training helped in re-establishment. Less than half reported that their prestige, skills and knowledge, authority, income, and importance was higher than that in their military service.

Method

An internet search was conducted for audits and evaluations of similar programs in the US and the UK from 2000 to 2011. The review of these studies included: (1) a comparison of eligibility criteria, program components and stated program goals; and (2) a description of access/reach and performance measurement issues. Four main data sources were used to examine CTS reach issues:

1. STCL (conducted by Statistics Canada in early 2010) – measures of health, disability and determinants of health including employment and income indicators as well as some service characteristics;
2. A Human Resource Management System data extract – service and demographic information at release (1998 to 2010) provided to the Research Directorate by DND for creating the population frame for the STCL and the Income Study;
3. VAC administrative data from the Statistics Directorate on VAC clients including CTS clients as of March 2009; and
4. Data from a survey conducted by VAC Rehabilitation Programs Directorate as part of the needs assessment recommended by Audit and Evaluation. The survey

included 579 SCAN seminar participants who attended seminars in Edmonton, Halifax, Greenwood and Petawawa during October and November 2010. The data included the responses from the 383 who completed the survey.

To supplement service and demographic information available on STCL and VAC administrative data, both datasets were record linked to DND release data using service numbers. All STCL respondents, including those medically released,³ were categorized by level of need (low, moderate and high) for CTS. High need included low-income Veterans and unemployed Veterans; moderate need included employed Veterans who were dissatisfied with their job or main activity, and low to no need included the remaining Veteran population. The demographic and service characteristics of SCAN seminar attendees, CTS clients and high-need Veterans were then compared. As the SCAN seminar survey data did not include service number, the data could not be matched to the DND release dataset and the VAC administrative data.

To establish whether the data exists to measure program effectiveness, available information from the Re-establishment Survey, the STCL and the Income Study were examined. The STCL data was record linked to CTS client data to determine the number of CTS who responded to the STCL and establish whether a sufficient number of CTS clients responded to the survey to ascertain program effectiveness.

Results

1. Career Transition Services in the US and UK

The US Congress established the Transition Assistance Program (TAP) in 1990 when significant reductions in military force levels were expected following the Cold War. At the time, it was recognized that many service personnel had skills, such as combat arms, that would not transfer to the civilian workforce. The Department of Labour (DOL), the Department of Defence (DOD) and Veterans Affairs (VA) jointly administer the program, which includes pre-separation counselling lasting 1 to 2 hours (DOD services), employment workshops lasting 16 to 20 hours (DOL facilitators), Veterans' Benefits information session lasting 4 hours (VA) and Disabled TAP with a VA counsellor lasting 1 to 4 hours.

TAP has been the subject of two US General Accounting Office (GAO) reports (2002 and 2005), a series of congressional hearings (2005 to 2007), an audit by the Department of Veterans Affairs (2008) and an audit by the DOL (2010). The 2002 GAO report entitled "Military and Veterans' Benefits: Observations on the Transition Assistance Program" found that not all eligible service members (221,754 releasing in 2001) receive transition assistance and that transition assistance varies in content and delivery across military branches. Among those found to experience problems with access were service members at remote locations who often received less extensive transition assistance and deployed members whose access was limited by the demands

³ Although the medically released are not targeted for CTS as it is assumed most would have access to similar services through SISIP vocational rehabilitation or VAC's Rehabilitation Program. However, not all who medically release need or participate in these programs but some may have a need to Career Transition Services.

of mission-related work. The report noted that studies had indicated participant satisfaction, but less was known about effectiveness.

The two studies that had examined effectiveness were both conducted only a few years after program inception and found a limited impact of transition assistance on employment⁴. Much of the lack of evidence related to the effectiveness of the program was found to be related to data limitations. The report noted that there was limited data on the services individual members actually receive and virtually no data collected on how they fare after leaving the military.

The 2005 GAO report examined transition assistance services for the Reserves and National Guard and found that both the method of delivery and the level of participation in the TAP program components vary as few members have the time to attend most of TAP. It was found that as Reserve and National Guard members demobilize within a few days after returning from overseas, they participate in an abbreviated version of some components and generally do not have the time for employment preparation. The report noted that DOD, DOL and VA had taken actions to increase TAP participation including requiring all service members to attend the VA briefings and allow all who indicate an interest to attend the employment workshops.

The 2008 VA Audit entitled “Audit of Veterans benefits Administration Transition Assistance for Operations Enduring and Iraqi Freedom Service Members and Veterans” included recommendations specifically related to TAP including: requiring service members to attend a TAP briefing prior to discharge and that data be collected to monitor annual participation rates. Recommendations related to outreach included that a system be developed to obtain information needed to identify discharged Veterans who should receive outreach letters and that policies be established that require staff to follow-up on undelivered letters and provide special outreach to Veterans without a high school diploma.

In 2010, the US DOL, Office of Inspector General (OIG) audited the Veterans’ Employment and Training Service (VETS) under TAP citing the rising unemployment rate among Iraq and Afghanistan Veterans and the high unemployment rate (22%) among 18 to 24-year old returning soldiers as the rationale for the audit. The report concluded that VETS did not use measureable performance goals and outcomes to evaluate program effectiveness. This was attributed to deficiencies in policies and procedures to ensure proper controls were in place for reporting TAP participants, monitoring TAP sites, and retaining participant information in order to measure program effectiveness.

⁴ A study of the pilot transition assistance program on service members who transitioned to civilian life in 1992 found little difference between the employability of those who had taken the workshop and a comparable group who had not but did find that those who received transition assistance found jobs 3 to 7 weeks earlier than those who had not. The second study included interviews with a group of ex-service members who released in 1992 and 1993, and found that those who had received more job search assistance services were more likely to feel prepared for the civilian labour markets and were also more likely to report some increase in earnings.

The Career Transition Partnerships (CTP) program in the UK was audited by the National Audit Office in 2007⁵. The report called “Leaving the Services” examined the Ministry of Defence’s tri-service resettlement plan. The first two tiers of support are provided by the individual branches of the military – Navy, Army and Air Force. The first tier includes information and administrative support provided by Resettlement Information staff. The second tier involves advice and guidance provided by Resettlement Advisors. The third tier of support is called the CTP and is contracted out to Right Management. The rationale for the report seemed to be the high level of need for recruitment to the Armed Forces. Career transition services were thought to contribute to this end.

The 2007 report concluded that the majority (almost three-quarters) of service leavers found the return to civilian life easier than expected. CTP participants were generally satisfied with the services they received and 94% who used CTP services were employed within six months of leaving the services. The report also identified three access issues: (1) access for “Early Leavers” (i.e., those who leave the forces prior to four years of service) who are not eligible for the CTP but were found to have the most difficulty transitioning; (2) access by the medically discharged; and (3) service being denied or disrupted due to work pressures. As part of the audit, similar career transition services offered to forces members in other countries including Australia, Canada, France, Germany New Zealand and the US were examined. It was concluded from this review that the UK is at the forefront in this area with a number of countries seeking advice on replicating CTP.

Another report released in 2006 also by the National Audit Office⁶ examined recruitment and retention in the Armed Forces. While the report did not look specifically at the CTP, it did note that investing in retaining members is likely more cost-effective than hiring but the contribution of the CTP to retention was unknown.

2. Need for Career Transition Services in Canada

About 11% of the STCL population was identified as having a high need for CTS. This group was either unemployed at the time of the survey or was experiencing low income in 2009. A smaller proportion (5%) had a moderate need (i.e., employed at the time of the survey but dissatisfied with their job or main activity). The remaining 84% was identified as having low to no need for CTS.

Compared to the overall population, the following groups of Veterans were more likely to have a high need for CTS: those released at younger age groups; those with fewer years of service; those released at lower ranks (recruits, privates and junior non-commissioned members (NCMs)); those released involuntarily or medically and those released from the Army. Males were slightly more likely than females to have a high need for CTS. The greatest need for CTS was among those involuntarily released

⁵ Ministry of Defence, National Audit Office, Ministry of Defence. Leaving the Services, Report by the Comptroller and Auditor General, July 27, 2007.

⁶ Ministry of Defence, National Audit Office, Ministry of Defence. Recruitment and Retention in the Armed Forces, Report by the Comptroller and Auditor General, November 3, 2006.

(27%), at almost three times the average (11%). The next greatest need was among those released at the youngest age group and those released as recruits, both at 21%, followed by Veterans with less than two years of service and Veterans released as privates at 20%.

Table 1: Need Level for Career Transition Services

Variable	Category	High (Unemployed or Low Income)	Moderate (Employed & Dissatisfied with Job or Main Activity)	Low (Remaining Population)
		%	%	%
Total		10.5	5.2	84.3
Age at Release	15-19	21.1	6.1	72.8
	20-24	17.4	6.8	75.8
	25-29	16.7	5.4	77.9
	30-34	8.6	7.2	84.2
	35-39	11.6	6.9	81.4
	40-44	7.3	5.1	87.6
	45-49	7.5	3.3	89.2
	50-54	4.0	3.2	92.8
	55-59	3.1	1.4	95.5
	60-64	0.0	0.0	100
Sex	Male	10.9	5.3	83.8
	Female	6.9	4.9	88.1
Length of Service	< 2 years	20.1	6.0	73.9
	2-9 years	14.0	7.8	78.1
	10-19 years	9.7	7.2	83.2
	≥ 20 years	6.3	3.6	90.0
Release Type*	Involuntary	27.3	5.3	67.4
	Medical	11.4	6.8	81.8
	Voluntary	9.7	4.8	85.5
	Retirement Age	3.1	2.4	94.5
	Service Complete	9.9	5.9	84.2
Rank**	Senior Officers	3.3	2.0	94.7
	Junior Officers	6.6	4.4	89.0
	Cadets	9.2	6.3	84.4
	Senior NCM	4.2	3.5	92.3
	Junior NCM	12.2	6.7	81.1
	Privates	20.0	5.3	74.7
	Recruits	21.1	7.2	71.7
Branch	Air Force	7.1	4.5	88.5
	Army	12.4	5.6	82.0
	Navy	10.6	5.7	83.7
	Unknown	12.2	4.8	83.0

Notes:

* *Involuntary* includes Misconduct Dismissal, Misconduct Service, Illegally Absent, Fraudulent Enrollment, Unsatisfactory Conduct, Unsatisfactory Performance, Not Advantageously Employed, Death and Transfer Out. Medical includes Medical Disabled Member and Medical Disabled MOC. *Voluntary* includes Voluntary Immediate Annuity, Voluntary Fixed Service and Voluntary Other Causes.

** *Senior Officer* (Major to General and Lieutenant-Commander to Admiral Navy), *Junior Officer* (Second Lieutenant to Captain, and Acting Sub-Lieutenant to Lieutenant Navy), *Cadet* (Officer or Naval Cadet) *Senior Non-Commissioned Member* (NCM) (Sergeant to Chief Warrant Officer, and Able Seaman to Petty Officer 1st Class Navy), *Junior NCM* (Master Corporal to Corporal, and Master Seaman to Leading Seaman Navy), *Private* (Private and Able Seaman), *Recruit* (Private-Recruit, Private-Training, Ordinary Seaman and Ordinary Seaman-Recruit).

In 2008-09, about 6,200 members released from the Regular Forces (Table 2). An unknown proportion of releasing members participate in SCAN seminars. However, based on a survey of SCAN seminar attendee (383) in 2010, attendees were older than the overall releasing population, were more likely to have served for longer periods of time and were more likely to be medically releasing. The majority of SCAN seminar attendees (78%) were 40 years and older compared to 45% of all releases, 70% had served for 21 years or more compared to about 36% of all releases, and almost one-third of SCAN seminar attendees had anticipated a medical release while 18% of all releases were medical releases in 2008-09.

Both CTS Regular Force clients who released from 1998 to 2010 (377 of 401⁷ clients as of March 2009) and SCAN seminar attendees tended to be older than overall releases. However, SCAN seminar attendees were more likely than CTS clients to have served longer. The majority (71%) of SCAN seminar participants surveyed served 21 years or more compared to about half (53%) of CTS clients.

Veterans identified as high need (low income and/or unemployed) were much more likely than CTS clients to be younger, to have served for shorter periods of time and to have released medically or involuntarily. Almost half (48%) of high-need Veterans were less than age 30 compared to 15% of CTS clients. Over half (57%) of high-need Veterans served for 10 or less compared to 28% of CTS clients. Almost 27% of high-need Veterans were medically released compared to 6% of CTS clients and 12% of high-need Veterans were involuntarily released compared to 4% of CTS clients.

⁷ The remaining 24 were either released outside of this time period or were released from the Reserves.

Table 2: SCAN Seminar Attendees, CTS Clients and High Need Veterans

Variable	Category	Total CF Regular Force Releases 2008-09 %	SCAN Seminar Attendee Survey Respondents Fall 2010 %	CTS Clients March 2009 (Released from 1998 to 2010) %	High Need Veterans Survey on Transition to Civilian Life 2010 %*
Total	Total	N=6,206	N=383	N=377	N=314
Age at Release	15-19	5.9	0	0.5	7.9
	20-24	17.2	2.3	5.3	22.2
	25-29	14.2	3.7	9.0	18.2
	30-34	8.4	5.5	6.4	7.2
	35-39	8.7	9.4	9.3	14.5
	40-44	16.0	26.6	20.7	15.6
	45-49	16.2	30.8	27.1	9.4
	50-54	8.7	15.9	14.6	3.4
	55+	4.5	4.4	7.1	1.5
Sex	Male	88.2	85.6	85.9	92.1
	Female	11.8	13.6	14.1	7.9
Length of Service	≤ 10 years	49.8	9.4	27.9	57.0
	11-20 years	14.5	19.3	19.1	21.0
	≥ 21 years	35.7	70.5	53.1	22.0
Release Type **	Involuntary	4.1	2.9	4.2	11.9
	Medical	17.7	31.9	6.1	26.6
	Voluntary	72.3	63.4	76.9	52.7
	Retirement Age	5.4	n.a.	9.0	2.1
	Service Complete	0.5	n.a.	3.7	6.7
Rank⁺	Senior Officers	8.0	n.a.	13.1	2.5
	Junior Officers	8.6	n.a.	11.7	4.9
	Cadets	2.7	n.a.	0.8	4.0
	Senior NCM	25.3	n.a.	35.5	11.4
	Junior NCM	28.1	n.a.	30.9	35.1
	Privates	8.3	n.a.	4.4	12.3
	Recruits	19.0	n.a.	3.6	29.7
Branch	Air Force	27.6	n.a.	33.7	21.1
	Army	57.9	n.a.	39.3	57.8
	Navy	14.5	n.a.	27.1	16.0
	Unknown	0.0	n.a.	0.0	5.2

Notes: n.a. not available

* Weighted results, expressed as per cent of variable total.

** *Involuntary* includes Misconduct Dismissal, Misconduct Service, Illegally Absent, Fraudulent Enrollment, Unsatisfactory Conduct, Unsatisfactory Performance, Not Advantageously Employed, Death and Transfer Out. *Medical* includes Medical Disabled Member and Medical Disabled MOC. *Voluntary* includes Voluntary Immediate Annuity, Voluntary Fixed Service and Voluntary Other Causes.

+ *Senior Officer* (Major to General and Lieutenant-Commander to Admiral Navy), *Junior Officer* (Second Lieutenant to Captain, and Acting Sub-Lieutenant to Lieutenant Navy), *Cadet* (Officer or Naval Cadet) *Senior Non-Commissioned Member* (NCM) (Sergeant to Chief Warrant Officer, and Able Seaman to Petty Officer 1st Class Navy), *Junior NCM* (Master Corporal to Corporal, and Master Seaman to Leading Seaman Navy), *Private* (Private and Able Seaman), *Recruit* (Private-Recruit, Private-Training, Ordinary Seaman and Ordinary Seaman-Recruit).

3. Measurement of Effectiveness of CTS

The Re-establishment Survey of clients was intended to measure the employment outcomes for CTS clients post-release. However, the results have been too small to do analysis. Currently, the program management relies on satisfaction surveys and administrative data for performance measurement.

The Income Study and the STCL provide the only available information on employment and income outcomes post-release for clients and non-clients. However, of the 3,154 STCL respondents, only 36 were CTS clients. This is likely because the population surveyed included releases from 1998 to 2007 and CTS began in April 2006 with fairly low uptake during the first few years.

To establish program effectiveness, it is necessary to compare the employment outcomes of the clients and non-clients. For a fair comparison, differences in the characteristics of the populations that tend to predict unemployment and low income, such as age, province of residence, and length of service, would need to be taken into account. While too few CTS clients responded to the STCL to control for such population difference, repeating the survey with Veterans released since 2006 would likely allow for such an analysis. Similarly, the Income Study data could be expanded to include more recent releases and identify CTS clients and non-clients, allowing for an analysis of the impact on earnings.

Discussion

Veterans with a high need for CTS were more likely than CTS clients to have been medically released. While CTS does not specifically target the medically released as it is generally assumed that their needs will be met through SISIP vocational rehabilitation and/or VAC's Rehabilitation program, some medically released are participating in CTS indicating CTS may be filling a gap. More medically released could have a need for CTS but not Rehabilitation.

While the department does not track the numbers who access CTS from various points, SCAN seminar survey respondents were found to be very similar to CTS clients and SCAN seminars likely account for the vast majority of referrals to CTS. Given that many of those with the greatest need for CTS are not attending SCAN seminars, targeting assistance to those at higher risk may be necessary.

Conclusion

This study asked the following questions:

1. What is the evidence related to the effectiveness of programs in the US and the UK similar to CTS?
2. Is CTS reaching those most in need of the program?
3. Can the effectiveness of the CTS program be measured using currently available data sources?

While participant satisfaction was generally high for programs in the US and UK that are similar to CTS, little is known about the ultimate impact on employment, i.e., whether outcomes can be attributed to these programs.

While 17% of releases are participating in CTS, up to an additional 16% have a high to moderate need but are not being reached by the program. Among Regular Force Veterans released from 1998 to 2007, 11% had a high need (low income and/or unemployed) for CTS and 5% had a moderate need (employed but dissatisfied with their work). Veterans with the greatest need of CTS were much more likely than CTS clients to be younger, to have served for shorter periods of time and to have released medically or involuntarily. Relying on the SCAN seminars as the main point of access to the program has resulted in the program not reaching many of those most in need.

While the data currently available does not allow for the measurement of the effectiveness of CTS, repeating the Survey and/or the Income Study and including releases after 2007 would allow for a comparison of the employment outcomes for CTS participants and non-participants.

Interpretation Guidance

- The results cannot be generalized to all Veterans as the findings represent only a sub-component of the Veteran population (Regular Force Veterans released from 1998 to 2007).
- This study examined the need for CTS among a population who released 3 to 12 years prior to being surveyed. While, 16% were found to have a high to moderate need, more could have struggled in the first few years after release but eventually adjusted to civilian employment.

Requestor(s)

Charlotte Stewart, Director General Service Delivery Management requested that the Research Directorate examine the STCL to understand the need for CTS and to examine the literature on similar programs for forces members in other countries. A research proposal, dated May 5, 2011, was prepared by the Research Directorate and signed by the Director of Research, David Pedlar and the Director of the Rehabilitation and Case Management, Anne-Marie Pellerin. Susan Baglole and Michelle McNally from the Rehabilitation and Case Management Directorate provided background material and program interpretation guidance to the Research team.

Appendix A: Eligibility and Program Components

	Canada ¹ “Career Transition Services”	US ² “Transition Assistance Program”	UK ³ “Career Transition Partnership”
Program Components			
	<p>Consists of three components contracted out to a national service provider (currently Right Management).</p> <p><u>Employment Workshops</u>: A three-day interactive workshop is offered on or near the Base or Wing by Veterans Affairs contractor “Right Management” covering: career assessment, résumé basics, job search strategy and techniques, interview and negotiation strategies, and more intensive résumé and interview clinics.</p> <p><u>Individual Career Counselling</u>: Contracted career consultants work through an assessment process to identify transferable skills and build an individualized job search strategy and a personal career transition plan, connect individuals with the people, processes and resources they need to access “hidden” networks and markets, provide strategic guidance, and assist with assessing opportunities to determine the right ‘fit’.</p> <p><u>Job Finding</u>: Provides individuals with in-depth understanding of local markets, cultures, business networks and industries. Partners with Veteran’s associations, local, regional, and national recruiters and agencies and corporations to uncover potential opportunities. Right Management’s team of experts use their knowledge of the local employment market to assist in marketing individuals and to quickly identify interview opportunities with hiring managers and recruiters.</p>	<p><u>Employment Workshops</u>: Generally three-day employment workshops delivered by Department of Labour facilitators covering primarily resume writing and job search strategies.</p> <p><u>Individual Career Counselling</u>: Individual pre-separation counselling delivered at least 90 days prior to release and includes information about education and vocational rehabilitation benefits, selective reserve options, job counselling and job search and placement information, relocation assistance services, medical and dental benefits, counselling on the effects of career change, and financial planning delivered by Department of Defence.</p>	<p>Consists of two components contracted out to Right Management.</p> <p><u>Employment Workshops/Individual Counselling</u>: The Employment Support Programme, which comprises an interview with a career consultant or one day workshop, and thereafter a job finding service with access to an employment consultant.</p> <p><u>Job Finding</u>: The Full Resettlement Programme which enhances the Employment Support Programme through providing access to resettlement training, coaching in job interview technique and CV writing, and dedicated career consultancy support.</p>
Eligibility			
Services Start	When the program began in 2006, there was a requirement that the member be in the release process prior to participation in the individual counselling components of the program. This requirement was removed in early 2010.	Two years prior to retirement and one year prior to release.	Most begin accessing TAP services 12 months prior to separation or 24 months prior to retirement.
Groups Eligible	All members of the Regular Force who completed	All members of the armed forces.	Members with 4 or more years of

	Canada¹ “Career Transition Services”	US² “Transition Assistance Program”	UK³ “Career Transition Partnership”
	basic training. Reservists who served in a Special Duty Area, Special Duty Operations or emergency service. Reservists who completed at least 21 months of full-time service during 24 consecutive months. Surviving spouses/ common-law partners of CF members/ Veterans who were eligible at the time of their death. Eligible but targeted to those who release without a rehabilitation need (i.e. mainly non medical releases).	Members of Reserves and National Guard who served for at least 180 days. Targets all releases including those releasing with disabilities. Disabled Transition Assistance Program individual services provided by Veterans Affairs.	continuous service.
Time Limit	Up to two years post-release.	Not available	Up to two years post-release.
Program Goals, Outcomes and Reach Issues			
Program Goals	Intermediate Goals: Eligible clients access career transition support services. Eligible clients have the knowledge and skills necessary to obtain suitable civilian employment. Ultimate Goal: Eligible clients obtain suitable employment.	Preventing and reducing long-term unemployment, reducing unemployment compensation paid to Veterans and improving retention.	At first the objectives included helping the military meet its personnel needs as well as helping separating service members meet their needs. The goals have expanded as a result of changing military needs and service member expectations. When the program was fully implemented, it dropped the retention goal and focused on providing transition assistance, coinciding with the downsizing of the military.
Performance Measurement	The Performance Measurement Framework for the program includes 22 performance indicators mainly related to outputs. The plan includes measures of satisfaction of participants with the effectiveness of Career Transition Workshops using Workshop Feedback Forms distributed at the workshops and actual employment outcomes using the Re-establishment Survey of clients. While the satisfaction with the workshops has been over 97%, insufficient responses to the Re-establishment Survey were received for analysis of actual employment outcomes. Program managers recognizing that a significant number of CF re-enlist and that CTS has an important role in retaining those whose career	Participant Satisfaction: In 1999, DOL sponsored (GAO, 2002) Challenges: Measurement of the effects of program on military recruitment and retention and civilian employment (GAO, 2002). Measureable performance goals and outcomes (DOL, 2010).	Re-engagement: In 2005-06, 10% of those who began the program decided to remain in the forces for a longer period of time (Ministry of Defence, 2007).

	Canada¹ “Career Transition Services”	US² “Transition Assistance Program”	UK³ “Career Transition Partnership”
	goals can be accommodated within the forces and has put in place a mechanism to measure retention capacity as of October 1, 2010.		
Participation Rate	In 2010-11, 993 (or an estimated 17% of releases) participated in 134 workshops. As release statistics for 2010-11 were not available, it was estimated at 5,890 based on an average of the previous three years (5,438 Regular Force releases in 2006-07, 6,037 in 2007-08 and 6,195 in 2009-10). Source: Statistics Directorate. The vast majority of CTS participants are Regular Force members. 916 individual career counselling and/or job finding clients throughout 2010-11.	53% for workshop in 2001 out of 120,012 releases (81% pre-separation counselling which is prior to the workshops)	91% out of 24,600 releases in 2006-07 (those with less than 4 years service not eligible)
Program Reach Issues Identified	While not currently eligible, some Veterans who have been released for more than two years have been granted access under subsection 76(3) of the New Veterans Charter as it was determined the delay in making application was reasonable in the circumstances. The program managers recognize that a small number of this group is in need of Career Transition Services and are considering removing the two year time limit. Program managers have also recognized reach issues for some groups such as the involuntarily released, those with short periods of service and reservists.	Among those found to experience problems with access were service members at remote locations who often received less extensive transition assistance and deployed members whose access was limited by the demands of mission-related work reserves, Reserve and National Guard members demobilize within a few days after returning from overseas and they participate in an abbreviated version of some components and generally do not have the time for employment preparation.	Lack of awareness, work pressures and bureaucratic processes among reasons some of eligible population did not participate. Those involved high tempo operations. In addition, the Department has recognized that those releasing with less than four years service or are involuntarily released who are not eligible include individuals potentially more vulnerable to unemployment and homelessness and has been improving the support provisions for these groups.

Sources:

1. Statistics Directorate for program participation and regular force release Statistics.
2. United States Government Accountability Office (GAO). Military and Veterans' Benefits: Observations on the Transition Assistance Program, July 18, 2002.
United States Government Accountability Office (GAO). Military and Veterans' Benefits: Improvements Needed in Transition Assistance Services for Reserves and National Guard, June 29, 2005.
Department of Labour, Officer of the Inspector General – Office of Audit, “VETS Needs to Strengthen Management Controls Over the Transition Assistance Program, September 30, 2010
3. Ministry of Defence, National Audit Office, “Ministry of Defence: Leaving the Services”, Report by the Comptroller and Auditor General, July 27, 2007