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THE MILLENIAL CHALLENGE

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JCSP 44

Exercise Solo Flight

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THE MILLENNIAL CHALLENGE

INTRODUCTION

The Canadian Armed Forces (CAF) can provide unparalleled employment opportunities for the millennial cohort of the labour force in Canada. Furthermore, a career in the CAF can provide many of the employment benefits already coveted by this generation, such as job security, a pension, and unique challenges which support personal growth. However, the CAF neither represents itself adequately in recruiting campaigns, nor does it possess appropriate agility within some pillars of its human resource management (HR) system to maintain competitiveness in the labour market. With adjustments to the ways in which the CAF represents itself in the public sphere and modifications to align current CAF HR frameworks with other desires of the millennial generation (MG), the CAF can vastly improve its ability to compete for labour within this demographic. As previous demographics of the labour force approach retirement, change within these domains will be crucial to luring available millennial labourers away from the Public Service (PS) and private enterprise. Furthermore, as the MG became the largest single cohort within the Canadian labour force in 2015, the requirement to understand this generation and enact appropriate change within the CAF has become vital to the immediate and future success of the CAF.¹

¹Doug Norris, "Millennials: The Newest, Biggest and Most Diverse Target Market" (lecture, Environics Analytics 9th Annual User Conference, Toronto, ON, 4 November 2015), 5, <http://environicsanalytics.ca/eauc2015/agenda>; Graham F. Scott, "Millennials are Now the Biggest Generation in the Canadian Workforce," last modified 3 June 2015, <http://www.canadianbusiness.com/innovation/the-millennial-majority-workforce/>.

DISCUSSION

Why Generations Matter

Prior to examining how the MG differs from previous generations and how these differences relate to service in the CAF, it is important to note why the study of generational cohorts has a significant role in the evolution of HR management policies. According to the Pew Research Center (PRC), a non-partisan American “fact-tank,” the study of generations is “one lens” by which researchers can determine “public attitudes on key issues” and provide a “tool to analyze changes in views over time.”² More importantly, the study of different generational cohorts allows researchers to better understand how “formative experiences” affect each generation’s perception of their world.³ These experiences range from world events (such as the terrorist attacks in September 2001), technological changes, economic realities and social shifts.⁴ As noted by Michael Dimock, President of the PRC, while views may differ between adults of different ages at any given time, “generational cohorts allow researchers to examine how today’s older adults felt about a given issue when they themselves were young, as well as to describe how the trajectory of views might differ across generations.”⁵

The views expressed by the PRC are similar to the American Psychological Association (APA), the professional organization responsible for licencing psychologists in the United States. The APA also believes that “every generation is influenced by its period’s economic, political and social events – from the Great Depression to the civil rights and women’s movements to the

²Pew Research Center, “About Pew Research Center,” last accessed 30 April 2018, <http://www.pewresearch.org/about/>; Michael Dimock, “Defining Generations: Where Millennials End and Post-Millennials Begin,” last modified 1 March 2018, <http://www.pewresearch.org/fact-tank/2018/03/01/defining-generations-where-millennials-end-and-post-millennials-begin/>

³Dimock, *Defining Generations* . . .

⁴Ibid.

⁵Ibid.

advent of television and advanced computer technologies.”⁶ Therefore, “it follows that generational context also may affect the way they [generational cohorts] work.”⁷ What is key to note is that the APA also recognizes that “a lack of understanding across generations can have detrimental effects on communication and working relationships and undermine effective services.”⁸

Although the APA and the PRC study generational cohorts for corresponding reasons, they utilize distinct professional methods and conduct their research in differing contexts.⁹ Despite these differences, the author contends that the above examples demonstrate that both organizations generally agree that the study of generational cohorts is a key element to understanding and, more importantly, diffusing generational conflicts in the workplace. Building upon this contention, it could be stated that an organization with a poor understanding of their labour force’s generational differences will most likely fail to facilitate an environment conducive to effective collaboration and team success. While this determination has consequences for all employers, it holds further implications for the CAF. While only a single element amongst many differences between civilian and military employment, the military’s rank-based hierarchy offers a simple method for understanding this additional complication.

Within the CAF’s hierarchal structure, it would be normal for generational cohorts to occupy different rank levels, such that older generations may normally occupy the higher ranks, and younger generations may normally occupy the lower ranks. Of course, this is further complicated when considering the interaction between the Non-Commissioned Member (NCM)

⁶Melissa Dittmann, “Generational Differences at Work,” *Monitor on Psychology* 36, no. 6 (June 2005): 54, <http://www.apa.org/monitor/jun05/generational.aspx>.

⁷Ibid.

⁸Ibid.

⁹American Psychological Association, “About APA,” last accessed 30 April 2018, <http://www.apa.org/about/index.aspx>; Pew Research Center, “About Pew Research Center,” last accessed 30 April 2018, <http://www.pewresearch.org/about/>.

career stream and the career stream of the Officer cadre. For example, while considered junior in rank to their superior officer counterparts, millennial officers will most certainly occupy positions of authority over older generations in the higher ranks of the NCM core. Also, given that millennials may now be up to 37 years old, it is also possible that within the senior working ranks of both the NCM and Officer corps, there may be a mix of distinct generations.¹⁰ While this is a simplistic example, it demonstrates how each generational cohort can be layered and mixed within the overall rank structure, creating opportunities for potentially complex inter-generational conflicts. While this mixture and potential for conflict may not be specific to the CAF, the authority vested in superior ranks to issue lawful orders to any subordinate ranks without consultation or the right to refuse, forms the essence of the additional complication earlier discussed.

In consideration of this additional context, it stands to reason that the CAF has a greater imperative than either the PS or private enterprise to possess a keen understanding of the differences between generational cohorts. Additionally, given the potential complexity of inter-generational layering within the hierarchal rank structure, the CAF must be able to adapt its HR management policies to quell potential generation-based conflicts and prevent a corresponding loss of morale and cohesion. In summation, as noted by the examples from the APA and the PRC, as well as a brief examination of a single complicating factor within the CAF, it has been determined that the study of generational cohorts within the labour force is a requirement to effectively evolve HR management policies, especially within the military.

¹⁰Norris, *Millennials: The Newest . . .* 5.

The Millennial Cohort – Composition

There are different views regarding which range of birth years represent a millennial, versus Generation X (those born before millennials) and Generation Z (“post-millennials”).¹¹ The PRC contends that Generation Z (Gen Z) starts with those born in 1997, meaning that millennials are those born between 1981 and 1996, and Generation X (Gen X) are those born between 1965 and 1980.¹² Environics Analytics (EA), a Canadian for-profit market research and analytical services company, prefers to consider millennials as those born between 1980 and 2000.¹³ However, for the remainder of this paper, the position of The Environics Institute (TEI) will be utilized. TEI considers that the MG are those Canadians born between 1980 and 1995, with Gen X born from 1965-1979 and Gen Z from 1996 – present.¹⁴ TEI is a Canadian not-for-profit corporation that sponsors survey-based research on issues of public importance and shares affiliations with EA. TEI’s definition of the MG was selected for this paper, as their report regarding the social values of Canadian millennials is the most recent research available.

Leveraging previous research by EA, TEI considers that there are six different “social values tribes” of the Canadian MG, with each tribe possessing unique attributes compared to the others.¹⁵ While in-depth knowledge of each of these groups is not required for the purposes of this paper, it is pertinent to note that half of the groups possess traits that are overtly compatible with military service, and that these groups represent 64% of all millennials in Canada.¹⁶ Based on 2017 Government of Canada census data, this metric means that there are over 4.9 million

¹¹Norris, *Millennials: The Newest* . . . 5; Dimock, *Defining Generations* . . .

¹²Dimock, *Defining Generations* . . .

¹³Norris, *Millennials: The Newest* . . . 5.

¹⁴The Environics Institute, “Canadian Millennial Social Values Study” (Final Report, Environics Institute, 2017), 1, https://www.environicsinstitute.org/docs/default-source/project-documents/canadian-millennial-social-values-study/final-report.pdf?sfvrsn=394cf27a_2.

¹⁵Environics Institute, *Social Values* . . . 12.

¹⁶Environics Institute, *Social Values* . . . 12.

millennial Canadians who possess traits compatible with service in the CAF.¹⁷ This large number of potential recruits or officer candidates lends credence to the author's assertion that the recruitment and retention of the MG have now become vital to the immediate and future success of the CAF.

Like previous generations, the Canadian MG is highly educated overall, with nearly identical percentages to Gen X. 65% of MG males possess a post-secondary degree or diploma, as well as 75% of MG females, continuing a generational trend of females leading in the attainment of post-secondary education. The MG is also the most diverse of the generations, being comprised of over 36% visible minorities compared to just 9.5% of Gen X. Also, owing to the economic realities of their time, the MG is more likely to live at home longer than previous generations. In fact, 47% of all millennials remain living with their parents. These demographic facts represent both opportunity and complicating factors for the CAF's ability to recruit millennial members.

The Millennial Cohort – Values

Throughout the past decade, there have been many articles and opinion pieces which provided a negative outlook on the MG and their values. A prolific example of which was an article in *Time* magazine written by Joel Stein in May 2013. In this article, the author provided evidence in the form of various studies and surveys that echoed previous negative sentiments about this young generation. Specifically, the author quoted research that indicated that the MG has three times higher rates of narcissism than a previous generation, that due to receiving “so

¹⁷Statistics Canada, *Canadian Socioeconomic (CANSIM) Database* (Ottawa: Statistics Canada, 2017), Table 051-0001. <http://www5.statcan.gc.ca/cansim/a47>.

many participation trophies growing up” they believe that they should be “promoted every two years, regardless of performance,” and that they are “fame-obsessed,” preferring to become an assistant to a famous person, rather than become a Senator.¹⁸ In addition to these traits, Stein also accused millennials of lacking concern for their fellow humans stating, “not only do millennials lack the kind of empathy that allows them to feel concerned for others, but they also have trouble even intellectually understanding others’ points of view.”¹⁹ Thankfully, Stein moved on to describe some positive attributes as well, stating “[t]hey’re earnest and optimistic. They embrace the system. . . . They want new experiences, which are more important to them than material goods. They are cool and reserved . . . They are probusiness. They’re financially responsible.”²⁰ While the article concluded on a generally positive note, like many of the early articles regarding the MG, it failed to provide a holistic assessment of their value in the workplace and lumped all millennials together by age without further distinction.

Recent and more unbiased research has found that the MG does stand out from previous generations, but not in the negative manner oft portrayed. Through a study of millennial social values, it was determined by TEI that “Canadian Millennials do stand out from previous generations when they were young . . . in their adaptability to complexity, [and] having a flexible definition of family.”²¹ Surprisingly, the MG are also unique from other generations as they are “more accepting of authority.”²² When considering those traits that are not unique between the MG and previous generations, it was discovered that the MG “share much in common with the two previous generations of Canadians,” such as “life goals, career aspirations, and community

¹⁸Joel Stein, “Millennials: The Me Me Me Generation,” *Time*, 20 May 2013, <http://www.canadianbusiness.com/innovation/the-millennial-majority-workforce/>.

¹⁹Ibid.

²⁰Ibid.

²¹Environics Institute, *Social Values* . . . 61.

²²Ibid.

engagement.”²³ While some of the negative trends previously mentioned from the Stein article do exist, they are contained within the MG social tribes which were previously identified as not being compatible with service in the CAF. In this manner, TEI’s research has further demonstrated that the MG possesses specific traits and values that are not only compatible with service in the CAF but also represent an alignment of social values.

Recommendations for Changes to CAF HR Management Frameworks & Policies

When considering solely the workplace, the majority of the MG desires both full-time steady work and a balance between their work and personal life.²⁴ As mentioned in the introduction, the CAF is in an excellent position to provide steady work, as CAF members are provided employment contracts known as Terms of Service (TOS).²⁵ However, the CAF’s HR management system is not well suited to providing the work/life balance sought by the MG. In this regard, recent CAF initiatives, such as the journey, seek to devise new methods to provide greater employment flexibility. A recommendation for consideration is the potential for smaller initial TOS; instead of 3 years for NCMs and 9 years for officers, a six month “trial” period should be considered. This would allow those members of the MG who may be concerned about a lack of work/life balance in the military the opportunity to try a career in the CAF with a minimal commitment. This concept can be further expanded with a concurrent review of the CAF superannuation fund, to provide greater flexibility for those who chose to come and go from service.

²³Ibid.

²⁴Ibid, 12 & 26..

²⁵Department of National Defence, Defence Administrative Order 5002-1, *Enrolment* (Ottawa: DND Canada, 2017).

At present, when a CAF member releases from service their eligibility for a pension is determined and they are either granted an immediate annuity, or they are provided with a return of contributions.²⁶ In the future, it should be considered that in instances where a member has yet to earn an immediate annuity, the member should be granted the choice between receiving a refund of their contributions, or having their contributions kept in trust. Should they keep their contributions in trust, this could allow them the ability to return to the CAF and accrue a pension at a subsequent time. In this manner, the CAF could allow all members (not just members of the MG cohort) the flexibility to pursue separate life goals or career transitions with the option of easily returning to the CAF and resuming time served in support of a pension.

As mentioned above, this concept could be expanded to include the provision for smaller TOS lengths. As the pension accrues at a rate of 2% per year served, this construct could allow members to choose a TOS of any length, whereby they can come and go in between TOS, and so long as they complete 25 years of total service prior to reaching compulsory retirement age (after choosing to keep contributions in trust), they could accrue a pension. When one considers that nearly three-quarters of the MG consider “achieving financial security” as “critically important,” this type of flexibility would provide the CAF a distinct advantage over most positions within both the PS and private enterprise.²⁷ In summation, the above recommendations represent an opportunity to modernize an element of the CAF’s current HR management policy to better attract members of the MG, and potentially continue to re-attract them as their lifestyle desires change.

²⁶Public Works and Government Services Canada, *Release – Regular Force Enrolled on or after 1 March 2007* (Ottawa: PWGSC, 2018), <https://www.tpsgc-pwgsc.gc.ca/fac-caf/act/apr-aft/lib-rel-eng.html>.

²⁷Environics Institute, *Social Values* . . . 26-27.

Furthermore, a paradigm shift must occur in how the CAF works when not deployed on training or operations. While there are recent initiatives through the provision of new information technology equipment and the Workplace 2.0 office standard to increase flexibility for PS employees, these shifts have not, in the author's experience, been readily adapted for use by CAF members. An emerging trend in HR management is the Results Only Work Environment or ROWE.²⁸ Developed by the HR consultant Jody Thompson, ROWE is "[a] management strategy where employees are evaluated on performance, not presence."²⁹ In this new employment model, "people focus on results and only results – increasing the organization's performance while cultivating the right environment for people to manage all the demands in their lives...including work."³⁰ It is essentially the adoption of flexible work hours and office spaces for employees. As previously mentioned, the Government of Canada has already adopted a similar strategy with Workplace 2.0. However, even though the CAF's new headquarters at the Carling Campus are built to the Workplace 2.0 specification, the CAF has yet to adopt the accompanying ROWE-based principles.

In order to retain members of the MG after joining, facilitating the maintenance of their desired work/life balance is critical. Unfortunately, the centralized nature of the CAF's HR management framework prevents Commanding Officers from making decisions regarding the training and education of their subordinates. According to Dr. Alan Okros, an academic expert in the fields of leadership and institutional organization, one of the differences between the PS and the CAF, is "that there will [always] be a suitable pool of job-ready candidates to enter the

²⁸Results-Only LLC, "GOROWE," last accessed 6 May 2018, <http://www.gorowe.com/>.

²⁹David B. Grinberg, "Future of Work for Millennials will be Results-Only (ROWE)," last modified 2 June 2014, <https://www.govloop.com/community/blog/future-of-work-for-millennials-will-be-results-only-rowe/>.

³⁰Ibid.

PS.”³¹ However, “the CAF, on the other hand, recognizes that there is no pool of already qualified job candidates ready to join and that experience and self-directed learning are not sufficient to generate the required number of candidates for advancement within.”³² This reality requires the CAF to maintain a “planned, structured and centralized Professional Development System while the PS has adopted the opposite philosophy of delegating to the manager (and employee) the responsibilities” of selecting the right person and necessary training or education.³³ When considering the military’s professional development and training system in this context, it can be determined that the CAF is not enabled to offer the same levels of employment flexibility, as both the PS and civilian enterprise can provide. When considering the desires of the emerging millennial workforce, namely the desire for work/life balance it can be considered that the current CAF models of professional development and career progression may become a barrier to the retention of MG members.

Furthermore, as more millennial officers work their way into the senior ranks of the CAF, there may be subsequent issues that arise to create job dissatisfaction and retention issues. As members of the MG find themselves designated as Commanding Officers, if they are not empowered with the authority to assist their subordinates in meaningful ways, they may become disgruntled. In a similar fashion, most millennials can respect authority that they find legitimate, but if Commanding Officers are not permitted to make relatively simple decisions, their subordinates may also become disgruntled and perhaps begin to question authority.³⁴ For this reason, the CAF must consider methods to decentralize some HR management policies and

³¹Alan Okros, “Becoming an Employer of Choice: Human Resource Challenges Within DND and the CF,” in *The Public Management of Defence*, ed. C. Stone (Toronto: Breakout Education, 2009), 162.

³²Ibid.

³³Ibid.

³⁴Environics Institute, *Social Values . . .* 26-27.

enable Commanding Officers greater authority to manage their subordinates career paths and life choices.

Another method to facilitate retention could be through the use of enabling structures, which normally seek to incentivize personnel to continue to perform, improve and advance within an institution. However, a key principle submitted by Dr. Okros is the concept that “individual financial rewards such as performance bonuses erode the core professional ethic of service before self.”³⁵ While this principle alone severely limits the CAF from directly competing with civilian enterprise and the PS for retaining the best performers, it does not exclude the possibility of providing signing bonuses to those who chose to sign new TOS. It is also interesting to point out that the one negative aspect of the MG is their waning respect for the concept of duty.³⁶ Despite the assertion by Dr. Okros, the provision of a signing bonus should not be considered an individual financial reward with the potential to erode the CAF’s core ethics. In fact, by choosing to remain in uniform, a service member is effectively choosing the service before themselves. This would be especially true in circumstances where a member may have been contemplating a career change or even a job offer from another institution and subsequently chose to remain in the CAF.

When considering the amount of the signing bonus, it should be commensurate with both the amount of time already served, as well as the length of the new TOS which the member intends to sign. The bonus should be solely based on time to serve and time already served, without any differences in amounts between the officer and NCM corps, in order to prevent erosion of respect between superiors and subordinates. A potential method for calculating a bonus could be as simple as providing \$1000 for every year already served, as well as another

³⁵Okros, *Becoming an Employer of Choice* . . . , 172.

³⁶Environics Institute, *Social Values* . . . 62.

\$1000 for every year to which the member is pledging to remain in the CAF. One potential complicating factor could arise should a member sign new TOS and accept their signing bonus, but then subsequently choose to release prior to the expiry of their new TOS. To avoid an unfortunate situation where a service member may be required to pay back a considerable sum of money, the signing bonus could be noted at the time of signing, but not paid out until the new TOS expires. Although counterintuitive to receive a signing bonus at the end of the contract for which it was awarded, this would prevent a potentially untenable financial crisis, as well as provide further incentive to remain until TOS expiry.

Recruiting Videos and Public Image

In August 2017, the CAF released a new recruiting video which seemed focused on the MG, but may not have thoroughly resonated with the desired demographic. In the video, the narrator asks the audience if they would “like to be paid to dive,” or if they could they “handle the pressure of cooking for hundreds of troops,” or if they could provide “essential health care in a portable health clinic.”³⁷ The advertisement ends with the slogan, “dare to be extraordinary with the Canadian Armed Forces.”³⁸ In all, there are seven distinct roles mentioned within the video. When analyzing the statements, it is clear that the video is attempting to attract new members based upon a desire for personal fulfillment at work or upon a desire to make an important contribution to society. Unfortunately, as noted by TEI, the MG are “less apt to place

³⁷“Dare to be Extraordinary,” YouTube video, 1:16, posted by “Canadian Armed Forces,” 10 August 2017, <https://www.youtube.com/watch?v=VBLnz2pT9Tc>.

³⁸Ibid.

critical importance on making an important contribution to society,” which brings the efficacy of the current recruiting video into question.³⁹

In order to better target the recruitment of potential MG candidates, the CAF should align the content of their recruiting videos and subsequent campaigns to the greatest values expressed by the MG. While it may be difficult to achieve within a single minute-long advertisement, three primary elements should be focused on. The first element that should be focused on are any new developments in CAF HR management policy that facilitates a greater work/life balance. Whether this includes some of the recommendations above, or other policies implemented as part of the journey, it is a critical requirement. The MG rates this as the single most crucial factor when selecting employment.⁴⁰ The second element should focus on the competitive salary, combined with job security, health benefits and pension. Three-quarters of the MG consider “achieving financial security” to be critical, and ethnically diverse elements of the cohort consider “creating wealth for themselves and their family” to be critical.⁴¹ The final element should be similar to the current recruiting video, as “making an important contribution to society” remains a desire, albeit the lowest ranked among the MG.⁴² Despite the low ranking of this particular desire, it can be showcased in such a way as to demonstrate how members of the CAF possess a positive image and are held in high esteem within their communities. As noted by Dr. Norris, millennials want “to “make it” and be seen as making it by others; personal accomplishment, image and status matter.”⁴³

³⁹Environics Institute, *Social Values* . . . 26.

⁴⁰Ibid, 27.

⁴¹Environics Institute, *Social Values* . . . 27.

⁴²Ibid.

⁴³Norris, *Millennials: The Newest* . . . 14.

Another change to policy which should be considered is the method by which video advertisement recruiting campaigns are conducted. While videos are hosted online, the intended medium for current recruiting campaigns remains via mainstream television advertisement slots. Given the rate at which Canadians are abandoning traditional television broadcasting services, the CAF must modernize how it reaches out to potential candidates.⁴⁴ Modern campaigns must also include a diverse and coordinated effort across social media platforms, as 73% of the MG utilize social networking on a daily basis.⁴⁵ In order to best design and implement an effective marketing strategy, the CAF should consider seeking the advice of a consultant with experience in coordinating modern marketing campaigns. Additionally, the consultant should be able to provide insight into how the CAF can best leverage modern mediums to create a positive image within the mindsets of Canadians.

CONCLUSION

This paper sought to demonstrate that the CAF is uniquely positioned to provide excellent employment opportunities for the MG, which are aligned with their desires and core social values. This paper also sought to establish that changes to recruiting methods and an evolution of HR management policies will be required to effectively recruit and retain the best individuals from within the MG. To support this argument, an examination of the basic relevance of the study of generational differences was conducted. It was demonstrated that the CAF has a greater imperative to understand inter-generational differences, due to the complexities inherent with rank-based hierarchies. It was also noted that the study of inter-

⁴⁴Canadian Press, "1 in 4 Anglophone Canadians Have Cut the Cord on TV," last modified 20 March 2018, <http://www.cbc.ca/news/technology/tv-cord-cutting-netflix-1.4600455>.

⁴⁵Norris, *Millennials: The Newest . . .* 12.

generational differences was a requirement to effectively evolving an organization's HR management policies and frameworks.

After reviewing the demographic information on the Canadian MG, it was determined that the CAF has approximately 4.9 million potential millennial recruits to draw upon, with an exceptional opportunity to attract greater numbers of women and visible minorities. Research indicated that this group possesses social values and traits commensurate with service in the CAF and that the recruitment of this group would become vital to the current and future success of the CAF, as previous generations approach compulsory retirement age. This led to a consideration of the specific values of the MG, with a brief synopsis on the negative sentiment initially levied onto the MG. However, recent research was provided which illuminated the positive overall nature and outlook of the MG, especially as their social values, such as respect for authority, and desires aligned with those of the CAF. In essence, the CAF is able to offer a working environment with similar social values as those expressed by the MG, while also providing financial security. However, without evolutionary changes to its HR management frameworks, the CAF will not be able to provide the desired work/life balance for millennial members.

This was especially prevalent when discussing the archaic and cumbersome regulations surrounding CAF TOS and pension accrual frameworks. The potential to attract additional recruits through the provision of an extremely short TOS as a "trial," combined with the ability for serving members to select shorter TOS, while still being able to accrue pensionable time were discussed. It was determined that such an evolution of the CAF HR structure would facilitate much greater flexibility and should provide for greater opportunities to recruit and retain MG members. Additionally, given the possibility of shorter TOS and greater flexibility to come and go, the provision of a signing bonus was discussed to bolster efforts to retain members. While

the specific amounts and payout details would require deeper consideration, it was determined that a TOS signing bonus would not be detrimental to core CAF ethics. Further discussion of retention vis-à-vis work/life balance was undertaken when discussing the evolving trend of results-based work environments, where it was illustrated that the CAF had not appropriated the requisite ROWE framework when moving to the Workplace 2.0 working environment at the Carling Campus.

A consideration was made regarding the centralized nature of the CAF training and education system and how this limited a Commanding Officer's ability to manage the careers of their subordinates. A nuance was also discovered regarding the potential for the lack of de-centralization to cause significant dissatisfaction amongst both superior and subordinate. Finally, an assessment of a current CAF recruiting campaign was made which found that the CAF has not adequately focused their efforts on desires that millennials consider to be the most important. It was also contended that the CAF should seek the assistance of an outside consultant to create and manage a modern marketing campaign across social media and traditional media. The importance of this realization cannot be understated when considering the complex demographics contained within the MG.

In summary, the CAF's variety of occupations, benefits, pay, pension and aligned social values ensure that the military is uniquely positioned to offer an excellent employment opportunity for the millennial generation. However, significant changes to HR management frameworks, including the potential for de-centralization of training authority, the modernization of employment contracts and pensions, will most likely be required. Additionally, the CAF should seek professional consultation to ensure that its public image and recruiting campaigns are effectively modernized and focused to attract new millennial recruits and officer candidates.

With these changes in place, the CAF will have significantly larger potential for future success and may very well become the millennial generation's employer of choice.

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