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Director General Military Personnel Research and Analysis  
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CANADIAN  
ARMED FORCES

# A Succession & Talent Management Instrument for the Canadian Armed Forces (CAF)

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Alexandria, Virginia

31 Jul 2018

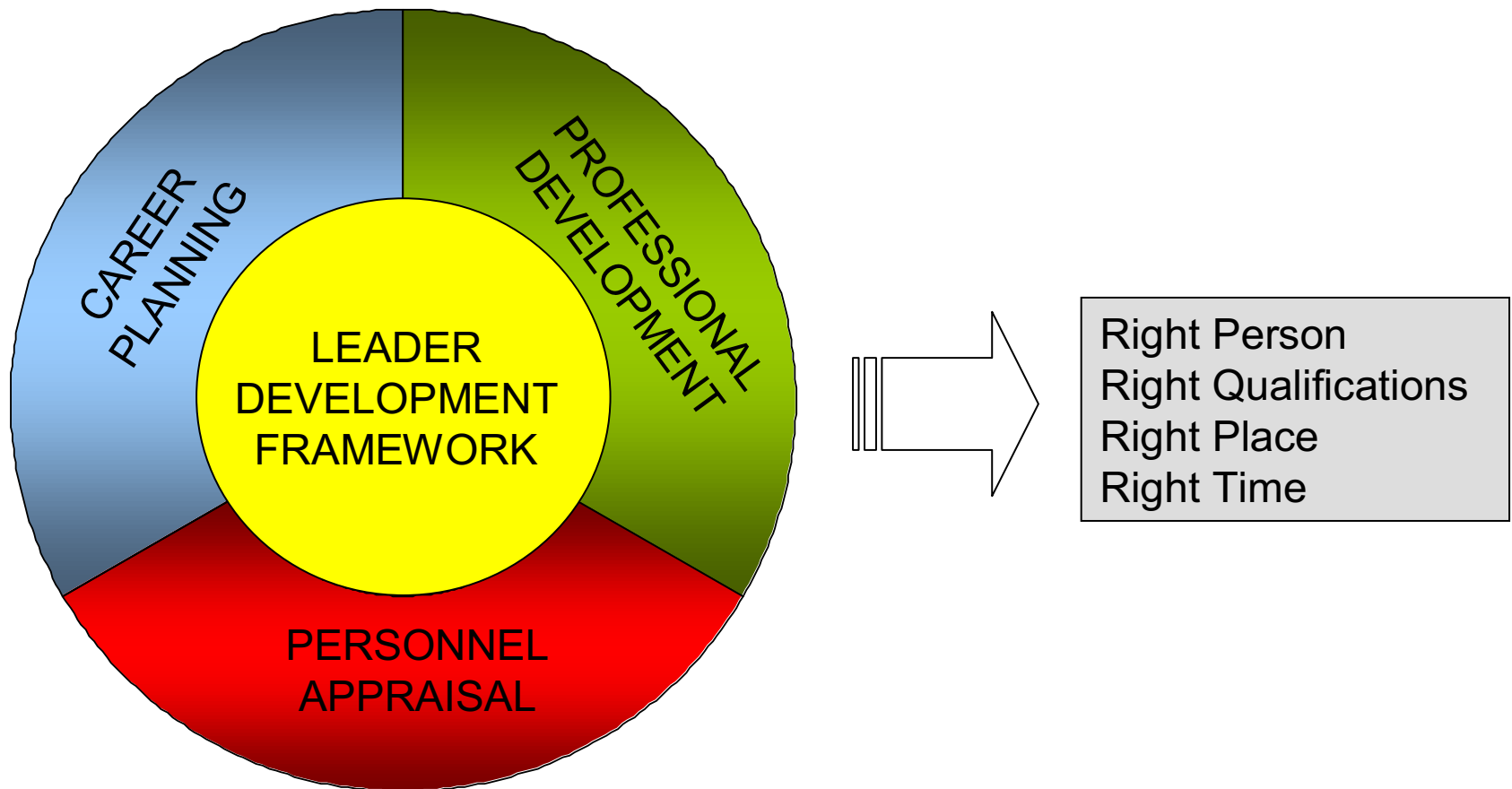


# Overview

- Background
  - Canadian Armed Forces Leader Development Model
  - Succession Management Literature
- Methodology
- Results
- Application
- Based on a scientific report by Rankin et al. (in press)



# Leader Development Model (Noonan, Ivey, & Rankin, 2016)





# Leader Development Framework

*Leadership in the Canadian Forces: Leading the Institution (2007)*

## Leader Elements

Leader Levels

	Expertise	Cognitive Capacities	Social Capacities	Change Capacities	Professional Ideology
Senior	Strategic	Creative Abstract	Inter-Institutional	Paradigm Shifting	Stewardship
Advanced	↑	↑	↑	↑	↑
Intermediate	↑	↑	↑	↑	↑
Junior	Tactical	Analytical	Inter-Personal	Open	Internalize





# CAF Competency Dictionary (Rankin et al., 2014)

Social Capacities	Professional Ideology	Expertise	Cognitive Capacities	Change Capacities
1 Communication	3 Credibility & Influence	5 Personnel & Resource Management	12 Analytical Thinking	11 Stress Tolerance & Management
2 Teamwork	4 Commitment to Military Ethos	6 Planning & Organizing	17 Innovation	13 Developing Self
10 Interpersonal Relations	8 Action Orientation & Initiative	7 Technical / Professional Proficiency		14 Developing Others
19 Partnering	9 Ethical Reasoning	16 Organizational Awareness		15 Adaptability
		18 Envisioning		



# Succession Management Literature

- Leadership excellence is cornerstone for organizational success
- Organizations are making succession management a priority
- Succession management systems are often write, but not implemented
- Effective succession management:
  - Systemic,
  - Comprehensive, &
  - Long-term



# Talent Management Literature

- Talent: individuals in the organization who are/have:
  - High performers
  - High potential
- Talent management should be based on
  - Organizational needs
  - Personnel performance & potential information
  - Early identification
  - Well planned long-term career paths



# Succession & Talent Management Literature

- Military challenge is to grow talent from within
  - Especially at executive levels
- Identifying talent with
  - Talent profile
  - Success profile
  - Leader profile
- Tailored for a position
- Multi-dimensional succession management tools are more successful



# Competencies

- Competencies are essential
  - Ideally close to the role in question
  - Person focused
- Critical for success in talent management
  - Aligned with organizational goals & standards for performance
  - Transparency
  - A common lexicon





# Experience

- Pair competencies with experience
- *Dynamic interaction between the person & the situation* (Yost & Plunkett, 2010, p. 235)
- Accelerator job assignments
- Optimal career paths
- Develop a rigorous & systematic approach to required paths of experience
- Used in the US Air Force with Mission Essential Competencies (Alliger et al., 2013)



## Education & Training

- Provides knowledge, skills, & abilities (KSAs)
- Occupational or professional requirements
- Tailored for positions
- Indication of learning potential
- Contributes to success



## Leader Profiles for CAF Executive Leaders



# Initial Objectives

- Develop competency profiles
- Executive leaders
- Major Generals/Rear Admirals (MGens/RAdms)
- Chief Petty Officers First Class/Chief Warrant Officers (CPO1s/CWOs)



# Leader Profile Development

- Methodology modeled from:
- Combined Job Analysis Method (CJAM)
  - (Brannick, Levine, & Morgeson, 2002; Girard, 2009)
- U.S. Air Force Mission-Essential Competencies (MEC) research on training needs
  - (Alliger, Beard, Bennett, & Symons, 2013)
- Experience-based talent management systems
  - (Yost & Plunkett, 2010)



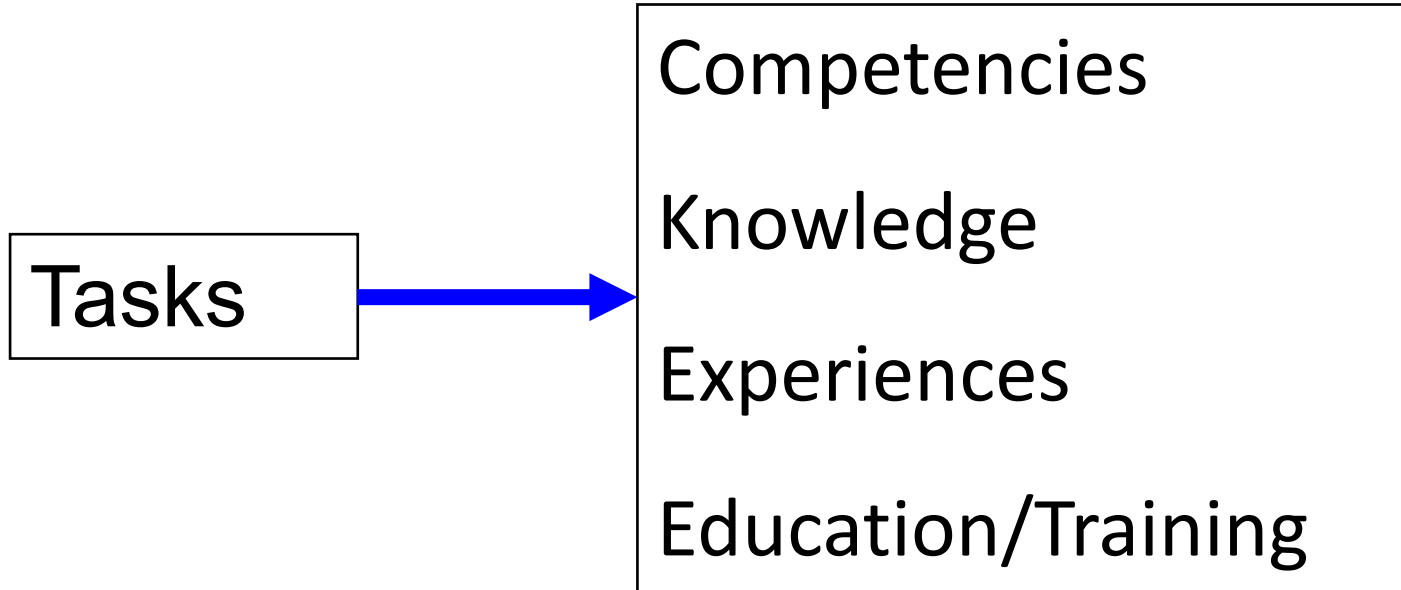


# Leader Profile

- **Objective:** to create a Leader Profile tailored for incumbent's *current* position
- **Task Statements**
  - Used during the research process
  - Included in Leader Profile
- **Profiles for:**
  - Competencies
    - The 19 CAF Competencies & Functional Competencies
  - Knowledge
  - Experience
  - Education/Training



# Phase 1 – Interviews to understand **each** position





## Phase 2 – Survey to Quantify Information

- Objective:
  - To verify the content
  - To quantify importance, frequency of use, & consequence of error
- Created a survey based on results from Phase 1
- Survey distributed via email
- Data analyzed
  - Essential: required *before* employment in a position
  - Preferred: not essential before employment position
- Leader Profiles drafted



## Phase 3 – Incumbent Verification

- Objective: to ensure incumbent sees their job reflected in Leader Profile
- Verify Leader Profile content
- Identify missing content
- Confirm ratings
- Confirm rank orders
- Verify what is:
  - Essential: required *before* employment in a position
  - Preferred: not essential to have before employment



## Phase 4 – Superior Validation

- Objective: to ensure incumbent/superior alignment about position
- Borrowed from CJAM methodology
  - Superiors have different perspective
- Rated level of satisfaction with each profile area
- Feedback requested if less than satisfied
  - Edited rank order of items
  - Edited items
  - Added & deleted items
  - Changed essential/preferred status of items





# Leader Profile Competency Profile Example

CAF Competencies		Preferred	Essential
1	Partnering		5
2	Credibility & Influence		5
3	Communication		5
4	Interpersonal Relations		5
5	Envisioning		5
6	Action Orientation & Initiative		5
7	Organizational Awareness		5
8	Teamwork		4.67
9	Adaptability		4.67
10	Analytical Thinking		4.67
11	Stress Tolerance & Management	4.33	
12	Developing Self	4.33	
13	Planning & Organizing	4.33	
14	Personnel/Resource Management	4	
15	Innovation	4	
16	Developing Others	4	
17	Ethical Reasoning	3.67	
18	Commitment to Military Ethos	3.67	
19	Technical/Professional Proficiency	3	
<b>Functional Competencies</b>		<b>Preferred</b>	<b>Essential</b>
1	Change Management		5



# Leader Profile Experience Example

	Experiences	Preferred	Essential	Type of Leadership Experience
1	Employment in National Defence Headquarters (NDHQ) before being employed as a Brigadier General/ Commodore (BGen/Cmdre)		3	Strategic
2	Employment with the U.S. military		3	Operational
3	Employment in a joint environment		2.67	Tactical
4	Employment in Strategic Joint Systems		2.67	Operational
5	Employment as a Director General	2.33		Strategic
6	Operational experience employed in an international contingency (e.g., U.S., UN, NATO)	2.04		Operational



# Knowledge Examples

Topic of Knowledge	
1	Chief of Defense Staff's vision, intent, objectives, priorities, and current mandate
2	NDHQ's structure, processes, both official and unofficial, key positions and the interconnections
3	CAF financial management at level 1 and higher level
4	NDHQ's structure, processes, both official and unofficial, key positions and the interconnections
5	CAF's political environment
6	Canada's political environment
7	"The Town"
8	International current affairs & their impact on the CAF/Government of Canada
9	NORAD structure, roles, current operations, processes, responsibilities, governance, and mandate
10	Treasury Board regulations, structure, processes, and key positions as related to the CAF



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# Competency Profile Comparison



# CAF Competency Ratings – The Top 10

BGen/Cmdre Ratings		MGen/RAdm Ratings	
1	Communication		Communication
2	Interpersonal Relations		Interpersonal Relations
3	Teamwork		Credibility & Influence
4	Stress Tolerance & Management		Analytical Thinking
5	Commitment to Military Ethos		Teamwork
6	Credibility & Influence		Planning & Organizing
7	Personnel/Resource Management		Action Orientation & Initiative
8	Planning & Organizing		Partnering
9	Analytical Thinking		Commitment to Military Ethos
10	Adaptability		Adaptability



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# Application of Leader Profiles

- Performance Appraisal
  - CAF CD will be embedded in new system
  - Assist with promotion/selection into positions
- Career Management
  - Succession management plans, postings, & professional development
  - Developing career paths for key executive positions
- Professional Development
  - Adjusting CAF Training for executive leaders
- Strategic Employment Model of CPO1s/CWOs



## Summary – Succession & Talent Management

- Multi-method approach
  - Started with rich qualitative data
  - Refined with quantitative data
  - Verified content, rating, & ranking with incumbent
  - Obtained approval & buy-in from superior
- Multi-disciplined methodological approach
- Tailored to a position
  - Limitation only 1 incumbent



## Summary – Succession & Talent Management

- Leader Profile
- Multi-dimensional approach
  - CAF competencies aligned with CAF leadership doctrine
  - Functional competencies to augment organizational competencies & focus on positional skills
  - Knowledge targeted for CAF-wide professional development
  - Experience to capture the person/environment component





# Thank You!

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