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**CANADIAN FORCES COLLEGE / COLLÈGE DES FORCES CANADIENNES
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MASTER OF DEFENCE STUDIES – RESEARCH PAPER

**CANADIAN FORCES REQUIREMENT FOR MILITARY HUMAN
RESOURCES PROFESSIONALS**

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ABSTRACT

The Canadian Forces (CF) human resources (HR) are managed at the strategic, operational and tactical levels by an eclectic group of people. The HR functions are mainly performed by operators with a small core of military HR trained personnel. Contrary to this, the corporate organizations mainly have HR professionals and specialist performing the HR functions. The Canadian Forces can draw upon the practices of external organizations in order to develop the CF competencies and to establish the much needed HR profession. The need for a HR career field was an identified requirement as it was address in the 2002 Office of the Auditor General's report. It is time to finalize an implementation plan that will enable the force generation and force employment of the HR professional.

Although there are various documents released to outline CF HR objectives and provide guidance, the very first CF HR doctrine was released in 2008 by the Chief of Military Personnel. This document provides the strategic direction the CF needed. This document provides the key elements of HR management and outlines the complexities. Does the CF have the people to support the HR doctrine? With the lack of HR professionals the CF is putting the institutional effectiveness at risk which impacts mission success. Recognizing the need for and HR career field with HR professionals, this paper outlines the challenges facing various organization that the CR can learn from, the need for the implementation of competencies and the requirement for HR professionals in the CF.

Table of Contents

ABSTRACT	1
CHAPTER 1 INTRODUCTION	4
CHAPTER 2 BACKGROUND	8
HR Contribution to Organizational Success	11
Cost Containment	14
Advising Senior Executives and Management	16
Human Capital Strategy	19
HR Qualifications and Competencies	22
CHAPTER 3 CANADIAN FORCES HUMAN RESOURCE MANAGEMENT	29
CF HR Workforce	37
Strategic Level HR	39
Operational Level HR	41
Tactical Level HR	42
CHAPTER 4 CANADIAN FORCES HUMAN RESOURCE DEVELOP	43
Competency Based Approach	46
Strategic Thinking	48
Communications	50
Human Resource Knowledge	51
Leading Change	53
Business Knowledge	53
CHAPTER 5 HUMAN CAPITAL INFRASTRUCTURE	54
Canadian Forces HR Training	58
Creation of a Human Resource Career Field	60
CHAPTER 6 CONCLUSION	62
BIBLIOGRAPHY	66

CHAPTER 1 - INTRODUCTION

“One of the core capabilities deemed critical to the success of HR’s mission is the ability to derive the human capital requirements from the organization’s strategic plan. Yet, many HR organizations often find themselves passive participants in the strategy process, if they are engaged at all.”¹

The Canadian Forces (CF) has gone through many change initiatives and transformations over the past ten years that were focused on developing a flexible and operationally capable force both domestically and internationally. The transformation was centered on further developing a full spectrum combat ready forces and providing them with the state of the art equipment and training. Although the changes required technological upgrading and modifying how the military conducted operations, these changes would only be successful if the people component evolved at the same time. The revolution of the human resource (HR) portion of the equation cannot be ignored as it is a core component of operational and institutional effectiveness. Unfortunately there is little emphasis on who is managing the human capital. Thus, a robust human resource management (HRM) system with the proper mix of HR expertise must be responsive to the HR challenges the CF is facing today and prepare for the future..

Within the private sector there are companies and associations, such as IBM and the Canadian Council of Human Resource Association (CCHRA), that study ways to enhance institutional effectiveness and the standards of education for HR professionals. With ever increasing globalization and an economically volatile world, Human Resource executives have been put on the forefront of organizational change. Human capital is

¹ IBM Institute for Business Value, How Human Resources keeps its seat at the table: Insights from the 2006 IBM Human Resources Summit, <http://www-935.ibm.com/services/us/gbs/bus/pdf/g510-6285-00-how-human-resources-keep.pdf>

expensive and has a huge impact on the profit margins for large corporations. HR executives are being integrated in the decision making process at the strategic level and therefore must have credibility, a clear understanding of the short and long term goals of the company, the expertise to assess the impact of decisions and an appreciation of the interconnected business functions. While there are differences between the private and public organizations, when it comes to human resource management there are numerous similarities with respect to the HR principles, processes and professional competencies.

In 2002 the Office of the Auditor General (OAG) identified the lack of human resource expertise in the CF and recommended that an HR career field be considered. For the past two years the Chief of Military Personnel has had a project to explore the viability of a single military personnel officer occupation. The goal is to also address the military HR roles, responsibilities, functions, capabilities and competencies. Recognizing the complexities of human resource management and the disjointedness of the current system, there are opportunities to draw from the private sector and professional associations' expertise in human resource management.

Now is the time for a military human resource revolution with a deliberate approach to improving the professional development strategy for the HR field and consolidate the HR functions into a career field. However, this transformation is only possible when the leadership looks at the CF human resource function holistically and devise a career path for the strategic HR leaders of the future.

At the core of any organization lies the single most important instrument of productivity, the human capital. People provide much more than just the labour to run an organization; they comprise its heart and soul, providing vision, leadership, knowledge,

experience, a set of common values and a shared ethos. According to Michael Armstrong, an expert and respected professional in the field of human resources and management theory, an organization's human resources, or human capital, are "it's "most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives."² The people deliver the results, providing inherent drive, creativity and flexibility that no machine has ever been able to replicate.

The human resource component is the key tool of productivity and survival of any institution or organization, whether large or small, private, governmental, or non-governmental in scope and practice. No matter what type of business or industry, having the right people in the right places with the right knowledge, skills and abilities are all crucial to efficiently operate and to accomplishment the mission. To that end, it is equally important to have personnel in place to manage the human resource mechanism to ensure that people are placed appropriately, matching knowledge, skills and abilities with the needs of the organization. Those personnel working in human resource management must be just as competent in their own field as those in a direct production role in order to fulfill the organization's purpose and objectives.

Unlike some other organizational activities, the human resources function by its very nature permeates the breadth and depth of an organization, and is tightly integrated with current operations, broad mission, objectives and long-term vision. Accordingly, human resources departments must be staffed with personnel whose tasks extend well beyond merely placing a name against an existing vacancy on a manning roster, and whose skills and abilities must be diverse enough to the extent that they can comprehend

² Michael Armstrong, A handbook of Human Resource Management Practices, (Aberystwyth, Wales: Cambrian Printers Ltd, 2003), 3.

the needs of various functions within the larger organization and match available resources to current and projected needs. The result is an organizational requirement for human resource professionals who are experts in their field.

The Canadian Forces (CF) is concentrated on developing materiel capabilities to provide its people with the tools required for mission success.

“In support of government-defined operational imperatives, Canada’s armed forces must develop, implement and nurture military leadership and the human capability, a capability that in the 21st Century supports flexibility and adaptability to survive and thrive in the modern battle space. The personnel of the Canadian Forces are the most valuable component of national defence and are, in fact, a defence capability – the key capability in defence mission success.”³

The Canadian Forces recognizes in its Military Management Doctrine JP 1.0 that “man is still the first weapon of war, and the morale of the soldier is the most important single factor in the war.”⁴ Unlike traditional civilian personnel and human resource management focus of ‘human capital’ the Canadian Forces’ “focus remains on developing capability and achieving effects.”⁵ It seems rather axiomatic then that the human resources directorate and those personnel working within it would be directly supporting the larger organization’s mission, vision and strategic objectives however; it may be argued that the recently published Military Personnel Management Doctrine is the first real attempt to strategically integrate the human resources function within the Canadian Forces. While emphasizing the traditional personnel management roles of recruiting, training and retaining personnel, the new doctrine seeks to “achieve strategic balance among military

³ Department of National Defence, B-GL-005-100/FP-00, Canadian Forces Joint Publication 1.0, *Military Personnel Management Doctrine*, (Ottawa: Director General Military Personnel, 2008), 1-3.

⁴ *Ibid.*, 1-3.

⁵ *Ibid.*, 1-3.

personnel, equipment, infrastructure, and materiel investments.”⁶ Large-scale implementation of such a framework can only be achieved if directed and managed by dedicated, fulltime personnel specializing in human resources management.

CHAPTER 2 - BACKGROUND

The human resource staff is traditionally viewed as providing the day-to-day administrative functions for an organization that are transactional and policy compliance in nature. There are perception issues at various levels throughout organizations regarding the value-added of HR and some

“line managers view human resource managers as an impediment rather than as partners in achieving organizational mission and goals. Conversely, human resource managers view line managers as a hindrance to proper human resource management. If human resource management is to remain an intact profession, it must strive to achieve relevance to organizations as a whole.”⁷

HR can contribute more to the success of an organization by supporting the overall strategic goals and as a result improve operational and institutional effectiveness.

The first step in maximizing the capabilities of an organization’s human capital is corporate-wide acceptance that the human resources function plays an integral role in achieving that organization’s strategic vision. The view by some that “the activities of HR appear to be – and often are – disconnected from the real work of the organization”⁸

⁶ Department of National Defence, B-GL-005-100/FP-00, Canadian Forces Joint Publication 1.0, *Military Personnel Management Doctrine*, (Ottawa: Director General Military Personnel, 2008), 1-3.

⁷ Stephen E. Condrey and James L. Perry, *Handbook of human resource management in government*, (San Francisco, CA: Jossey-Bass a Wiley Imprint, 2005), 3.

⁸ Dave Ulrich, *A New Mandate for Human Resources*, (President and Fellow of Harvard College: 1997), 125.

undermines the organization and is even detrimental to productivity at multiple echelons. In the author's opinion, this belief is pervasive in the Canadian Forces and may be a result of Army-centric of "infantry first" culture, which creates a chasm between operational and support functions. A revolution of HR management that changes the role of HR from an administrator to a strategic partner is necessary for institutional effectiveness of the CF. "When more is expected of HR, a higher quality HR professional"⁹ is needed; ones that "know the business, understand the theory and practices of HR, can manage culture and make changes happen, and have personal credibility."¹⁰ Having HR professionals' means that much more can be realized from those performing HR functions. HR professionals can be mission enablers to operational success and institutional effectiveness. Therefore there needs to be a clear understanding of the role HR plays in the organization.

Human resource management should be a key contributor to the organization's strategic plan and vision. Human Resource management is defined by the Society for Human Resource Management (SHRM) as

"the formal structure within an organization responsible for all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people."¹¹

HR integration at the strategic level is the first step towards transformation of the function from administration to operational in nature. In order to be involved in and be

⁹ Dave Ulrich, *A New Mandate for Human Resources*, (President and Fellow of Harvard College: 1997), 133.

¹⁰ *Ibid.*, 133 – 134.

¹¹ Society for Human Resource Management, Human Resource Glossary, <http://www.shrm.org/TemplatesTools/Glossaries/HRTerms/Pages/h.aspx>, Internet; accessed 03 January 2010.

knowledgeable of the organization's overall strategic workings, the HR professional must be fully integrated and fully engaged with the key leadership within the organization.

Strategic HR management

“... can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. In an organization SHRM means accepting and involving the HR function as a strategic partner in the formulation and implementation of the company's strategies through HR activities such as recruiting, selecting, training and rewarding personnel.”¹²

Senior leaders that include their human resource professionals in strategic decision making will quickly realize that the human resource component is a force multiplier and is just as important as the other operational functions of the organization. Senior leadership's acceptance of HR is key to successfully “integrat[ing] the use of human resources with the wider long-term business strategy of an organization.”¹³

While HR does execute all the day-to day transactional personnel functions, compliance with related internal and government policy, it integrates these activities with the organization's strategic short-term and long-term goals. If done correctly, strategic human resource management will enable enhanced business practices in finance, production, information technology, research and development, to name a few, which in turn leads to greater efficiencies throughout the organization.

Now that the HR professional are being recognized for their positive impact on the operational and institutional effectiveness in corporate organizations, the senior

¹² Enzine Articles, “What is Strategic Human Resource Management?” <http://ezinearticles.com/?What-is-Strategic-Human-Resource-Management?&id=549585>; Internet; accessed 30 January 2010.

¹³ A Dictionary of Business and Management. Oxford University Press. 2006. Encyclopedia.com. <http://www.encyclopedia.com/doc/1O18-strategichumanresrcmngmnt.html>; internet; accessed: 30 January 2010.

executives are being compensated for their contributions. Within the context of global transformation of the human resource management, the profession's key challenges and roles include:

“Cost containment as a corporate mantra and mandate;
 Delivering more services to line management and doing so with fewer resources;
 Efficiently outsourcing transactional work so as to redeploy existing HR staff to more strategic roles;
 Re-visioning HR service delivery;
 Staying current with rapidly changing compliance rules;
 Providing the CEO and senior line leadership with timely, accurate and fact-based Strategic and tactical solutions to business problems;
 HR must continue to partner with finance and other corporate functions;
 Articulate and execute human-capital strategy;
 Ensure that rewards at all employee levels deliver value;
 Work with compensation committees of boards of directors to satisfy governance and shareholder constituencies;
 Optimize labor relations; and
 Manage employee benefit costs while maintaining the value proposition to current and prospective employees.”¹⁴

The HR professional's challenges and roles are multi-dimensional and have numerous complexities because the HR function permeates every organizational directorate and therefore it is necessary that they have a firm understanding of the compliance, legislative and governance aspects that impact the company. As well, HR must partner with each department to ensure they are meeting the unique needs of each.

HR Contribution to Organizational Success

Without a doubt, one of the most costly elements of any organization is the human component. Pay and benefits consume inordinate amounts of revenue in any corporate organization or expenditures of the government budget. On the high end of the

¹⁴ Joe Vocino, High Pay for High-Level HR, HR Magazine Vol. 51, No. 6, 1 June 2006, <http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/0606vocino.aspx>; Interne; accessed 28 February 2010.

scale, reports suggest that the “total cost of the workforce...can range from 50% to 75% of revenue,”¹⁵ While research conducted by Systems Applications and Products (SAP) and Accenture found that organizations can spend “25% to 45% of a company’s revenue on human capital management.”¹⁶ With so many resources dedicated to the human component of output, would it not seem obvious to have professionally trained HR specialists managing the workforce? For efficiency and regulator purposes, there requires at least a serious look at how human resource management is being conducted.

The personnel component of the Department of National Defence as outlined in the Canada First Defence Strategy accounts for 51% of the budget, with a planned full time equivalent (FTE) composition of the Regular Force consisting of some 70,000 members, a Reserve Force of 30,000 members and approximately 25,000 civilians.¹⁷ Currently DND has already met and surpassed the set targets due to the number of Reservists hired on full time contracts (Class Bs and Cs) over and above authorized limits along with more than 5,000¹⁸ civilians above the civilian authorized ceiling. Although the CF has an HR strategy, it lacks a cadre of HR professionals to develop, guide and implement the HR strategy. Exceeding the number of authorized personnel has an impact

¹⁵ Lisa Rowan, IDC Competitive Analysis, *IDC MarketScape: Worldwide HR BPO 2009 Vendor Analysis*, Doc # 221082, <http://www-935.ibm.com/services/us/igs/pdf/idc-marketscape-0110-221082e.pdf>; Internet; accessed 28 February 2010.

¹⁶ SAP White paper, HUMAN CAPITAL MANAGEMENT Managing and Maximizing People to Achieve High Performance http://www.sap.com/solutions/business-suite/erp/hcm/pdf/BWP_HCM_White_Paper.pdf; Internet; accessed 28 February 2010.

¹⁷ Department of National Defence, Canada First Defence Strategy, http://www.forces.gc.ca/site/pri/first-premier/June18_0910_CFDS_english_low-res.pdf; Internet; accessed 04 January 2010.

¹⁸ Although the website mentions a 3000 civilians (<http://www.mdn.ca/site/pri/1/civilian-civil-eng.asp>) more than the Canada First Defence Strategy, there were discussions within the CF that the numbers are as high as 5000.

of the expenditures on people and reduces the funding available for other activities including training, operation and maintenance. As a result, the CF operational readiness and the CF transformation are at risk. HR plays a significant role in risk managing.

Recognizing the seismic proportion of personnel costs to an organization's operating revenue, some private industries and government organizations now view HR as a strategic partner within the institution. The HR executives are considered more than personnel administrators; they are seen as vital to current operations and long-range plans.

“...The top human resource executives at today's most dynamic companies are looked to for vision that facilitates growth. Indeed, these HR leaders not only have achieved the proverbial “seat at the table,” but also are often in the driver's seat when it comes to making the most critical decisions affecting their organizations' strategies and operations. And, as a result, they are increasingly among the most highly compensated individuals in their organizations.”¹⁹

In more and more companies HR executives are being recognized for their contributions to the decision making process as they provide an integrated approach to strategic planning. This type of partnering leads to a more effective and efficient organization as HR managers coordinate with other executives to plan for the organizations' long term wellness, and in turn providing line managers with the tools they need for the day-to-day operation and partnering with other stakeholders and outside agencies that impact the organization. Examining the approach of the corporate sector, lessons learned could be applied to government operations.

¹⁹ Joe Vocino, High Pay for High-Level HR, HR Magazine Vol. 51, No. 6, 1 June 2006, <http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/0606vocino.aspx>; Internet; accessed 03 January 2010.

The challenges and roles of the HR professionals in the corporate organizations previously identified, are very similar to those of the government. As an example, the Department of National Defence also struggles with cost containment, the HR role as an advisor to senior leadership and the development of the human capital strategy.

Cost containment

One of the challenges facing the HR executive is to find ways to contain the labour related HR costs. In private enterprise profitability is a key driver to success. They are focused on minimizing the cost and to increase the revenues. Within government organizations, cost containment is a factor in controlling the expenditures to maximize the impact of the set budget. The government is responsible to their stakeholders, the taxpayers, and must provide them with complete visibility of the expenditures. Since labour and related costs are a substantial portion of expenditures, HR needs to ensure that personnel costs are controlled just as costs of any other means of production would be.

What is the HR professional's role in cost containment? Their involvement includes, "rethinking organization and HR tools so that growth aspirations can be realized through organizational actions." HR must consider HR practices that provide flexibility in hiring methods, leveraging technology, considering outsourcing where it makes sense and transforming the organization when it is prosperous versus waiting until it is required for survivability. Organizational structure is another area the HR professional can get involved in to ensure the organizational design is established to support short and long-term objectives. The transition between the business of today and what is planned for the

future requires the HR professional to analyze the configuration of the organization and make recommendations to ensure it is flexible enough to transition along a time continuum. This is not a matter of changing just to change but a deliberate approach to modify processes, employing people and maximizing the benefits from technological advancements.

Considering what is involved in initiating changes, the HR professional must be engaged with all other departments, such as finance, information management, production, etc, in order to implement those changes that effectuate cost containment. IBM implemented a system called the electronic workplace, or e-workplace that includes digital collaboration, HR tools, the mobile office and self service travel expense processing.²⁰ The e-workplace is a cost containment initiative that effectively provides information to employees or enables them to interact. Along with cost savings, the development of an interactive, self-service system allows employees to have easier access to their own information and have ownership on the processing of their own pay and allowance, and enables them to easily interact with other member in order to collaborate. For example the digital collaboration allows members to have “e-meetings and instant messaging [that] can dramatically reduce travel expenses and drive new ideas by bringing global employees together.”²¹ In 2001 IBM’s e-workplace provided an annual cost savings of at least \$360 million in time efficiencies for the on-line corporate directory,

²⁰ This article elaborates on the e-workplace environment and provides a more detailed list of electronic services that assist in reducing the costs of supporting HR initiatives and interactive processes between employees. IBM Global Services, Changing the way people work: Realizing next-generation workplace efficiencies—today, (USA: 2002); http://www-05.ibm.com/de/distribution/IBM_Dynamic_Workplaces.pdf; Internet; accessed April 2010.

²¹ IBM Global Services, Changing the way people work: Realizing next-generation workplace efficiencies—today, (USA: 2002); http://www-05.ibm.com/de/distribution/IBM_Dynamic_Workplaces.pdf; Internet; Accessed 04 January 2010.

travel savings for the 4,800 e-meetings conducted each month, on-line training, and t - electronic HR support services.²² IBM's e-workplace is just one example of an initiative that provides more cost ways for HR to provide support to the people and the organization as a whole.

Through coordinated efforts with other departments, the HR professional is a key player in contributing to cost containment efforts within an organization. The team effort can produce savings by exploiting the expertise and leveraging technology to minimize costs that contributes to the institutions' effectiveness. HR professionals have a valuable role to play to implementing changes and finding creative ways to reduce costs by harmonizing the HR plan and priorities with the strategic goals of the organization.

Advising Senior Executives and Management

Advising senior leadership on the human component of the organization is another key role of the HR professional. The HR executive is expected to "provide the CEO and senior line leadership with timely, accurate and fact-based strategic and tactical solutions to business problems"²³ relative to the human capital investment. Understanding the problem and providing solutions requires the HR professional to be knowledgeable of the corporate plans and the human resource impact on the organization's goals and objectives. This could range from labour relations issues that

²² IBM CPG Industry Solutions, IBM On Demand Workplace for consumer packaged goods, http://www-07.ibm.com/services/hk/pdf/ibm_ondemand_workplace_cpg_28Aug03.pdf; Internet; Accessed November 2009.

²³ Joe Vocino, High Pay for High-Level HR, HR Magazine Vol. 51, No. 6, 1 June 2006, <http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/0606vocino.aspx>; Internet; accessed 03 January 2010.

affect productivity, human resources requirements to start up a new product line, current and future training, the impact of changes to the technology, etc. The HR professional can also provide advice and guidance on external compliance matters and shape internal policy and procedures to ensure adherence to government regulations such as the Employment Standards Act, Human Rights Act, Pay Equity Act, Employment Equity Act, Workplace Safety and Insurance Act, provincial Health and Safety Act and the Labour Relations Act.

Establishing themselves as credible and valuable advisors, the HR professional must be proficient in option analysis and risk assessment plus have the ability to communicate their recommendations to the leadership and line managers. To achieve this, Marchington and Wilkinson suggest that “HR managers acquire better financial awareness and the ability to provide costings for their recommendations”²⁴ to validate and strengthen their recommendations and to highlight “the cost of getting things wrong, and...estimating the financial implications of mistakes.”²⁵ Such proficiency among HR professionals has paid huge dividends at Irving Paper, Ltd. by enhancing labour relations and reduced health and safety-related costs. The Healthy Workplace Program at Irving Paper Ltd. has had a very positive effect on the employee and has saved the company a significant amount of money. There was a reduction in short-term disability claims and a

²⁴ Mick Marchington and Adrian Wilkinson, *People Management and Development: Human Resource Management at Work*, Second Edition, (London: Chartered Institute of Personnel and Development, 2002), 262.

²⁵ *Ibid.*, 262.

substantial decrease in the number of grievances and arbitrations.²⁶ The Human

Resource manager summarized the Irving Paper health and safety issue as follows:

“For many years, we ‘put out fires’ – as is the model for many companies. We would forget about safety until something happened, and put out another fire. But people were always out, lost-time accidents and costs were going up. And with this approach, you never get control of health and safety...The new approach to health and safety focuses on prevention..., preventing fires rather than putting them out.”²⁷

This HR driven program has saved Irving Paper save over one million dollars over the span of six years since the transformation. This company has also benefited from increased trust between the employee and Irving Paper’s management and a subsequent increase in job satisfaction.²⁸

There are a multitude of areas that the HR professional is involved in that requires him or her to understand how each department operates and coordinate with the leadership to improve the work environment. If HR can help the organization build trust within the workforce through programs and looking out for their interests, the workforce will be more effective. The HR professional can provide senior management advice on improvements that will transform the organization in a manner that will provide support to the workforce. It is essential that HR be cognizant of the employment issues that impact their safety and morale, and be the conduit between the people and the leadership.

²⁶ Clarence Lochheed for the Canadian Labour and Business Centre, Case study: Healthy Workplace Programs at Irving Paper Ltd., <http://www.clbc.ca/files/CaseStudies/irving.pdf>; Internet, accessed April 2010.

²⁷ The Case study by the Canadian Labour and Business Centre has many other aspects of labour relations and lessons learned included in the report that is useful for HR professionals to consider. These include Wellness, communications, occupational safety, recognition awards and accountability to name a few. Clarence Lochheed for the Canadian Labour and Business Centre, Case study: Healthy Workplace Programs at Irving Paper Ltd., <http://www.clbc.ca/files/CaseStudies/irving.pdf>; Internet, accessed April 2010.

²⁸ *Ibid.*

The HR responsibilities are to provide the leadership with timely and accurate information in order to improve organizational efficiency, which includes a myriad of human capital, safety and compliancy aspects. The HR professional add value to the organization by continuously seeking personal improvements in their field and by listening and understanding the critical issues from the senior leaders.

Human-Capital Strategy

“...the top human resource executives at today’s most dynamic companies are looked to for vision that facilitates growth.”²⁹

It is essential for any organization to have the right combination of people with the right types of qualifications and the attitude to achieve the desired results. The HR professional needs to look at the structure of the company’s human capital and understand the short-term needs and the long-term requirements. The human capital strategy for the organization includes investing in the people with a vision to achieving the corporate goals. This section will look at IBM’s human capital strategy and the HR challenges they have identified.

IBM employs over 350,000³⁰ people around the world and has approximately 1,500³¹ people in their HR departments. The scope of the IBM’s business environment includes hardware, software and consultant services, to name a few. Although the key

²⁹ Joe Vocino, HR Magazine Vol. 51, No. 6, 1 June 2006, High pay for high-level HR: as HR executives influence critical business decisions at the nation’s largest companies, their pay levels are trending toward the top tier http://findarticles.com/p/articles/mi_m3495/is_6_51/ai_n26909331/; Internet; accessed 03 January 2010.

³⁰ IBM Webpage http://www-03.ibm.com/ibm/history/history/year_2006.html; Internet: accessed 15 March 2010.

³¹ *Ibid.*

indicator for success in business is profit and maximizing shareholder returns, focusing on product development and efficiencies in work processes are important but the art of managing people is a key driver. Motivating and managing the people that create products and use the business practices create the company's success. As recognized by the HR Leadership Consortium, the role of the HR professionals has changed significantly as there is much more focus on them as "business partners and leaders of business change."³² This means bringing the HR professional to the forefront of the organization to guide the

"development of capabilities in such areas as formulating business and human resource strategies, leading change, and redesigning HR processes to support strategy implementation."³³

At the IBM resource management summit in 2006, the focus was on Human Resource Managers, specifically to enable them to become key players within their organization and to provide them with the insight to be an active participant in the boardroom.

Looking at the impact of globalization, IBM HR practitioners have identified the HR organizational challenges. They determined that the four critical areas that need focus:

"Understanding the impact of both globalization and changing workforce demographics on the supply of talent;
Determining the drivers of employee retention and developing strategies for retaining top performers;
Engaging with the corporate strategy process to determine the need for critical skills and capabilities; and
Balancing the supply and demand for talent on a dynamic basis within and across business units."³⁴

³² James W. Walker and William G. Stopper, *Developing Human Resource Leaders*, The Walker Group <http://www.walkergroup.com/docs/DevelopingHumanResourceProfessionals.doc>; accessed 20 February 2010.

³³ *Ibid.*

³⁴ IBM Institute for Business Value, *How Human Resources keeps its seat at the table*, *Insights from the 2006 IBM Human Resources Summit*, <http://www-935.ibm.com/services/us/gbs/bus/pdf/g510-6285-00-how-human-resources-keep.pdf>; Internet; accessed 20 February 2010.

IBM is acutely aware of the demographic changes and the competition for skilled people, and to address these changes they are investigating how to tap into the global talent pool and are drawing their workforce from around the world. Their business is stretched out around the globe and to accomplish their business goals they work through worldwide collaborative efforts over various time zones. With this global approach, IBM's HR management is evolving and developing innovative ways to provide support. To function in this environment the HR professionals "require a deeper understanding of the organization's operations and a stronger ability to provide consultative and organizational development capabilities to the internal business customer."³⁵ Incorporating this HR plan into the greater organizational vision has led to a successful human capital strategy for IBM. Leading change and developing a strategy, the HR professional is an essential part of formulating the plan by taking into account globalization, changing demographics and workforce skills required today and in the future

HR Qualifications and Competencies

The human resource professional, working at the strategic level, needs to have the corporate and industry knowledge coupled with in-depth experience to provide valuable input to the organization's planning process and decisions. Providing human resource support to the leadership or a customer/person, the approach needs to be as straightforward as possible.

³⁵ IBM Institute for Business Value, How Human Resources keeps its seat at the table, *Insights from the 2006 IBM Human Resources Summit*, <http://www-935.ibm.com/services/us/gbs/bus/pdf/g510-6285-00-how-human-resources-keep.pdf>; Internet; accessed 20 February 2010.

“If HR professionals are to advance not only in their career but in what and how they contribute to an organization, then they must be grounded in HR fundamentals, as well as in understanding how these principles are applied in organizations and, in turn, the implications of organizational goals and strategies for HR.”³⁶

As addressed by the HR competencies studies conducted at the University of St Thomas, it was found that “a high level of HR technical competence is evident in higher levels of strategic contribution.”³⁷ The HR professional, similar to any other career field, also needs to be groomed through developing a combination of technical skills, leadership and professional growth required to become a strategic HR executive. What kind of background education does an HR professional need?

Recognizing the vast array of qualifications and sub-components to the human resource profession, most professional designations require a bachelor’s degree and the requisite confirmation of knowledge through a certification test. The regulating body is the Certified Human Resource Professional (CHRP) and the Human Resource Professional Association (HRPA). These associations provide the standardized framework that assists in developing and preparing the HR professional. In addition to a university degree, there is a series of professional development courses and experiences

³⁶ Michael Losey, Sue Meisinger, and Dave Ulrich, *The Future of Human Resource Management*, New Jersey: John Wiley & Sons, Inc., 2005), 65.
http://books.google.ca/books?id=1m0i_YKPDNwC&dq=human+resource+career+path&printsec=frontcover&source=in&hl=en&ei=4PZIS5_cDMfQIAemvtGUCg&sa=X&oi=book_result&ct=result&resnum=12&ved=0CCoQ6AEwCw#v=onepage&q=human%20resource%20career%20path&f=false; Internet; accessed 20 February 2010.

³⁷ Sunil J. Ramlall, *Identifying and Understanding HR Competencies and their Relationship to Organizational Practices*, (University of St. Thomas *Applied H.R.M. Research*, 2006, Volume 11, Number 1, pages 27-38) [http://applyhrm.asp.radford.edu/Volume%2011/11_1_%20Ramlall%20\(pages%2027-38\).pdf](http://applyhrm.asp.radford.edu/Volume%2011/11_1_%20Ramlall%20(pages%2027-38).pdf) ; internet; accessed 28 February 2010.

in the HR field that contributes to the preparations for the HR confirmatory exam. The content includes work in areas of

“human resources management (HRM), organizational behaviour, finance and accounting, human resources planning, occupational health and safety, training and development, labour relations, recruitment and selection, and compensation.”³⁸

For the executive level there is a Senior Human Resource Professional (SHRP) designation that is geared

“for the HR profession’s proven high-impact leaders—trusted advisors with breadth of knowledge, strategic orientation, ability to build business-aligned HR strategy, and who exercise significant impact and influence across their organizations.”³⁹

Having an HR professional designation is not enough to develop a competent HR specialist. The knowledge and skills gained through practical experience enhances the HR professional’s ability to understand the day-to-day operations and strategic goals of the organization. Development of the HR professional would be greatly enhanced through rotational assignments within the organization, enabling broader development of the competencies required for further progression in the HR field.

Many corporate organizations understand the value of professional HR and recognize the identifiable role of the senior HR executives. They see the HR professional as being responsible for

³⁸ Human Resources Professionals Association (HRPA), Office of the Registrar, Requirements, <http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/Courseworkrequirement.aspx>; Internet; Accessed 28 February 2010.

³⁹ *Ibid.*

“the strategic planning of the human resource function—including recruitment, training, organizational development, compensation and employee relations.”⁴⁰

Every part of the business decision has an impact on people, one way or another, thus the HR professional’s involvement ensures that the human component of the strategic decisions is incorporated in the plans. Successful HR executives are knowledgeable about all aspects of personnel management as well as being familiar with the corporate goals in order to be able to integrate and have influence over the strategic direction of the organization. They provide relevant advice and participate in the strategic planning process, from operations, transformation initiatives, financing, recruiting, training, benefits, succession planning and policy development as well as the application of legislative and regulatory matters. As a key contributor to achieving corporate goals, it is vitally important to develop an HR team that understands the organization and the environment in which it operates.

There are many companies in addition to IBM that have recognized the transformations in HR management theory and execution. Much of the focus is on developing HR leaders to become key partners in the organization’s strategic planning process and transforming the business practices to meet today’s globally dynamic environment. It is widely recognized that this “require[s] the development of capabilities in such areas as formulating business and human resource strategies, leading change, and

⁴⁰ Vocino, High Pay for High-Level HR, HR Magazine Vol. 51, No. 6, 1 June 2006, <http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/0606vocino.aspx>; Internet; accessed 03 January 2010.

redesigning HR processes to support strategy implementation.”⁴¹ In the Walker Group study, *Developing Human Resource Leaders*, 34 of the 100 companies from the HR Consortium, which includes companies such as AT&T, IBM, Prudential Insurance, 3M, Honeywell, United Technologies, identified their practices in developing HR professionals. The overall results of this study identified consistencies in these businesses’ individual development plans which included competencies model, formal education and training, and further development through rotational assignments. It is through multiple HR assignments that the HR professional is developed and groomed HR executive responsibilities.

The formulation of core competencies for senior HR executives has recently been reviewed by the Society for Human Resource Management (SHRM) study on “*What Senior HR Leaders Need to Know*.”⁴² Their study includes data from approximately 2,300 HR professionals from the United States, Canada, India, the Middle East and North Africa, representing government agencies, non-profit organizations, privately and publicly owned for-profit organizations. Of note, fifty percent of the HR professionals who participated were from Canadian organizations. The input on competencies is representative of a cross-section of HR backgrounds. The participants identified eighteen

⁴¹ The James W. Walker and William G. Stopper, *Developing Human Resource Leaders*, The Walker Group, <http://www.walkergroup.com/docs/DevelopingHumanResourceProfessionals.doc>; accessed 20 February 2010

⁴² Society for Human Resource Management (SHRM), *What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa*, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

Senior HR Leadership competencies.⁴³ Some of the lower ranking competencies such as integrity, ethics and values are embedded in the CF professional development and is a significant component of the leadership training.⁴⁴ Therefore these will not be addressed in this paper, but still need to be recognized as important competencies in the development of the leadership.

In order to accomplish mission success there requires leadership and institutional support. For the well-being of its people and the organization as a whole, it is the responsibility of the leadership to balance the competing institutional and operational priorities. To be an integral part of the organization's present and future planning, the senior HR executives need both the leadership attributes and the HR competencies of an effective leader. Figure 1 is the SHRM list of the top five of the eighteen, competencies identified by all of the International HR professionals and another category that outlines the Canadian HR top competencies.

⁴³ The Society for Human Resource Management (SHRM) listed and defined the Top 18 Core Senior HR Leadership Competencies: Business knowledge, Coaching/developing others, Credibility, Critical/analytical thinking, Cross-cultural intelligence, Effective communication, Ethical behaviour, Flexibility/adaptability, Global intelligence/global mindset, HR knowledge, Integrity, Leading change, Organizational knowledge, Persuasiveness/influencing others, Results orientation/drive for performance, Shaping organizational culture, Strategic thinking, and Technological savvy. Only the top five are listed with respect to the entire study as well as the Canada specific top five. SHRM, What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

⁴⁴ The CF widely used references for leadership training includes both the Leadership in the CF Conceptual Foundations and Leading the Institution. Department of National Defence, A-PA-005-000/AP-004 Canadian Forces, *Leadership in the Canadian Forces: conceptual Foundations* (Kingston: Canadian Defence Academy – Canadian Forces Leadership Institute, 2005) and Department of National Defence, A-PA-005-000/AP-006 Canadian Forces, *Leadership in the Canadian Forces: Leading the Institution* (Kingston: Canadian Defence Academy – Canadian Forces Leadership Institute, 2007).

Top Five Competencies for Senior HR Executives		
	All Countries (international)	Canada
Ranking		
1	Strategic thinking	Strategic thinking
2	Effective communication	Effective communication
3	HR knowledge	Persuasiveness /Influencing others
4	Leading Change	Leading Change
5	Business knowledge	Credibility

Figure 1 ⁴⁵

Using these competencies, the next step is to determine what type of professional development strategy to use to expand the HR capabilities. To develop an HR professional using these HR competencies it requires the building the learning blocks and career stream that provides an individual the opportunities to develop the skills that will enable them to transition into strategic HRM.

The SHRM study shows that most countries HR professional agreed that the HR executive needs to be a strategic thinker. This means that the senior HR leader would be able to have a long-term vision and plan for the organization that is intertwined with all aspects of the business activities.⁴⁶ Using the CF Operational Planning Process (OPP) one could relate the functions as the long-term business plan for the organization that encompasses the lines of operation with decisive points, decision points and the critical timelines for the business activities or projects. The other factor is the articulation of the plan such that it is well understood. Communication was also deemed to be a vital

⁴⁵ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

⁴⁶ *Ibid.*

competency, both the ability of the senior HR executive to speak effectively but also listen attentively.⁴⁷

The next three top competencies are HR and business knowledge along with leading change. All of these can be considered essential abilities, or enablers, that provide an executive with the capacity to become a strategic thinker. Having both the HR and business knowledge allows the senior executive or leader to understand how HR functions tactically and strategically. This background impacts the business decisions and how they contribute to the organizational success. Similarly, to be effective at implementing changes the HR executive needs to understand the priorities and goals of the organization, along with how the human component is involved with the business practices, activities and in the end mission success. All of the competencies are intertwined and in order to be able to influence change the strategic thinker needs to be competent in his/her field and business savvy.

Emphasizing the HR competencies and professional development throughout their careers is vital to the profit margins, controlling costs, and promoting efficiencies within the organization. The importance of creative and engaged HR professionals is applicable in any organization whether private or public. Many companies have realized the importance of the HR department and the value the HR professional in strategic HRM. The role of HR in government is equally important. These competencies will be further

⁴⁷ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

used when evaluating the CF Strategic Model/Leadership Decision Process later in the paper.

CHAPTER 3 – THE CANADIAN FORCES MILITARY HUMAN RESOURCE MANAGEMENT

“Military Human resources management involves the total care of serving members and their families over a working lifetime. It is one of the most complex of all personnel systems – one that must be carefully designed and managed as a total, integrated system.”⁴⁸

As far back as 1990, the OAG identified that “there are significant opportunities for improvement and cost savings in the day-to-day management of DND's human resources.”⁴⁹ These improvements include the human resource management structure and policies within the CF. The structure of the HR system needs to be effective in the short-term and structured to support the demands for the future recruiting and retention of the people required to support the CF’s mission. The OAG’s 2002 report on DND Recruiting and Retention of Military Personnel was conducted to address the concerns about the “number of trained and effective personnel to meet occupational demands.”⁵⁰

⁴⁸ Department of National Defence, B-GL-005-100/FP-00, Canadian Forces Joint Publication 1.0, *Military Personnel Management Doctrine*, (Ottawa: Director General Military Personnel, 2008), 5-1. This reference quoted the Auditor General of Canada, 1990 Year-End Report to the House of Commons.

⁴⁹ Office of the Auditor General, 1990 Report of the Auditor General of Canada, Chapter 20—Department of National Defence—Human Resource Management—Planning and Personnel Management, http://www.oag-bvg.gc.ca/internet/English/parl_oag_199011_20_e_8015.html; Internet; accessed February 2010.

⁵⁰ Office of the Auditor General, 2002 April Report of the Auditor General of Canada, Chapter 5: National Defence—Recruitment and Retention of Military Personnel, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200204_05_e_12378.html#ch5hd3a; Internet, accessed October 2009.

It was recognized in the 2002 OAG report that “the Canadian Forces does not have an occupation that is specific to managing its almost 60,000 military personnel.”⁵¹

Although people are posted into Human Resource Management positions

“on a rotational basis as part of the regular posting cycle,...they arrive with valuable military knowledge but often limited experience in human resource policies and planning.”⁵²

Throughout every level of command there are a substantial number of HR functions being performed by people with no HR training. Essentially, these military people are assigned to staff positions to satisfy a career progression experience requirement and not as part of the scheme to groom a HR professional. The added challenge to the military member is the short duration in such a position; just enough time to learn some aspects of the job but not enough time to develop comprehensive knowledge of accepted HR practices or to significantly effectuate any improvements in the HR system. Career advancement for operators requires a short stint as a staff officer with minimal exposure to the complexities of the HR management system. It is important to recognize the value of operational experience but also to identify the essential HR knowledge required to be effective in supporting operations. With people being at the core of the CF operational and organizational success, it is vitally important to have HR trained military personnel within the organization groomed to become the strategic HR leaders. The senior HR leadership need to be prepared and educated in HR beyond on-the-job training at the strategic level. The Director of Strategic HR (D Strat HR), identified the “viability of

⁵¹ Office of the Auditor General, 2002 April Report of the Auditor General of Canada, Chapter 5: National Defence—Recruitment and Retention of Military Personnel, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200204_05_e_12378.html#ch5hd3a; Internet, accessed October 2009.

⁵² *Ibid.*

establishing an HR Career Field, a sub-[Military Occupation Code (MOC)] or a secondary-MOC...[to] actively augment the professional nature of the organization by ensuring repeat exposures to the field.”⁵³ Not only would this build the HR capability within the CF, it would also provide the experience needed for the succession at higher levels for people with operational and HR experience.

The need for HR professionals within DND/CF is not a recent discovery. Not only did the Office of the Auditor General identified the military HR dilemma in a 2002 report in which it recommended that the department look at human resource management occupation, there were also follow-on statements in subsequent reports. It was documented that to align human resource management with strategic goals, DND had started to conduct “an occupational analysis of the senior human resources management positions...aimed at identifying the tasks, skill, knowledge, and training necessary for senior human resources managers.”⁵⁴ Reports also identified that the “analysis [was] postponed until it can be better aligned with the new Canadian Forces strategic direction issued in April 2005.”⁵⁵ Further more, the 2006 OAG report stated that DND should consider and analyze the need for a military human resource occupation. The eight years since the OAG’s initial recommendation has produced a two year HR specialty project to review possible options for a military HR occupation.

The CF also faces significant Human Resource Management challenges similar to the corporate sector. The senior HRMs within the CF need to be strategic thinkers and

⁵³ Sandra Schwartz, Director of Strategic Human Resources, Research Note RN01/04, HR Competency Survey, (Ottawa: D Strat HR, January 2004), 26.

⁵⁴ Office of the Auditor General, 2006 May Status Report of the Office of the Auditor General, Chapter 2, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200605_02_e_14959.html; Internet; accessed November 2009.

⁵⁵ *Ibid.*

provide the leadership with solutions to problems with accurate and timely information. The biggest difference between the CF and IBM or other top ranking companies, is that the CF has few senior HR professional advisors for the senior leadership, whereas the corporate HR executives are specialists in human resource management. The CF has personnel assigned to senior HR leadership positions, whose experience in HRM is limited at best. As a result they go through a steep learning curve. They must become familiar with HR practices and compliance policies “*under fire*” and be prepared to provide strategic guidance on a myriad of issues. This is not to say that these senior officers are experts in their respective fields or to detract from their operational experience. Understanding the organizational and operational aspects is important but there needs to be a mechanism to prepare these leaders for the strategic level of HR to enhance institutional success. Compared to their corporate HR counterparts, the senior military leader is at a disadvantage with respect to HR experience and knowledge to affect the strategic direction of their institution. With the rotational cycle of the senior HR leadership, there is also approximately a three year window of opportunity to make an impact on strategic HR.

Although some claim that government and DND human resource management cannot be compared to that of the private sector, in fact they are in many ways parallel. While the purpose of DND/CF differs from that of a privately owned company, it needs to be recognized that they can learn from each other’s business practices.

Considering the Canada First Defence Strategy, which is a

“20-year plan to rebuild the Forces, [that is] supported by an unprecedented long-term, predictable funding framework, [that] will ensure...Canadians can depend on a military capable of delivering excellence at home, meeting its commitments as a reliable partner in the

defence of North America, and projecting leadership abroad in support of international security,”⁵⁶

the CF continues to struggle with the ability to keep the operating and capital costs contained. The people, equipment and infrastructure are increasingly more expensive and continuously need to consider the budgetary implications of each project or initiative, including the cost of the organizational structure. The saying *doing more with less* rang throughout the Department as continuous change meant having the same or more responsibilities but not the additional people. With the technological advances, the methods of providing support or delivering service changed in the private sector as well as within the CF. Technological changes in HR support included electronic processing of claims, electronic distribution of policy and directives, and the ability to draw on electronic systems to provide data for analysis. The difference between the CF and a company like IBM was the pace at which the service delivery approaches were implemented. It is essential for IBM’s survivability as a company to find creative ways to make its HR functions more efficient in order to increase its profit margin. There are incentives for change. Not only are they related to increasing the company’s profits but another important aspect is the instant access to information that the employees enjoy regardless of where they are located in the world. The e-workplace is an example of IBM leveraging technology that empowers its employees to function in a global information world. This tool provides access to key corporate information, training tools and HR applications at their disposal. Another difference between IBM and the CF in the ability to implement these types of changes. IBM is not being subjected to the same competitive

⁵⁶ Department of National Defence, Canada First Defence Strategy, http://www.forces.gc.ca/site/pri/first-premier/June18_0910_CFDS_english_low-res.pdf; Internet; accessed 04 January 2010.

restrictions that are found within the government. It is possible to develop a similar, all encompassing electronic platform, but with the contracting, product development and political sensitivities the CF is tied to longer contracting and product development timelines.

Within the CF there have been initiatives that modified HR service delivery. One example is the electronic management self service tool called the Employee Member Access Application (EMAA) which enables people to take ownership of the information in the HR system and is a tool that helps them find answers to their own questions. This is a system that allows individuals to have access to their pay statements, leave, career options/status, and operational readiness information so they can take ownership of the information in the system. The tactical level HR is satisfied through EMAA and/or a local support clerk who has access to various personnel support systems. The only similarity EMAA has with the IBM's e-workplace system mentioned earlier, is the employee have access to some of their personal records but do not have the enhanced interactive, video conferencing, information system. It is the pace of change between the CF and IBM that sets the two apart. For example, IBM outsourced their global payroll function in order to reduce HR cost by having a specialized third party company effectively provide the service. In determining the risks and benefits of changes, whether in the CF or IBM, the key element is ultimately implementing efforts or system changes that contribute to institutional effectiveness.

In reality, there are few differences between the challenges that both the CF and private enterprise face when it comes to human resource management. As opposed to their corporate counterparts in other industries, strategic HR managers in the CF have

very little to no experience in HRM prior to becoming the strategic human resource advisors. With the growing importance of HRM there continues to be a need to transform the way HR is viewed and executed. There are four key concepts drawn from IBM that could be applied to CF human resource management:

- Understanding the impact of both globalization and changing workforce demographics on the supply of talent;
- Determining the drivers of employee retention and developing strategies for retaining top performers;
- Engaging with the corporate strategy process to determine the need for critical skills and capabilities; and
- Balancing the supply and demand for talent on a dynamic basis within and across business units.⁵⁷

Mercer, a respected human resource and financial management consulting firm, identified the following “top global business challenges:

- Generating top-line revenue growth;
- Globalizing business operations;
- Responding to emerging skill shortages;
- Continuously improving processes;
- Controlling costs and managing risks;
- Engaging employees; and
- Changing working demographics”⁵⁸

Whether it is the IBM key concepts or the Mercer business challenges, the human capital issues they are dealing with are very similar. All organizations today need to be aware of the globalization effects on their organization, whether it is how they conduct business or how they recruit talent. There is much focus on recruiting and retention, and the need to

⁵⁷ IBM Institute for Business Value, How Human Resources keeps its seat at the table, *Insights from the 2006 IBM Human Resources Summit*, <http://www-935.ibm.com/services/us/gbs/bus/pdf/g510-6285-00-how-human-resources-keep.pdf>; Internet; accessed 20 February 2010.

⁵⁸ Mercer, “Spoken Word: Global business challenges: The impact on total rewards” <http://www.mercer.com/referencecontent.htm?idContent=1288375>; internet; accessed 25 February 2010.

formulate effective action plans to deal with the talent shortages. Organizations also have to plan to recruit the talent they need for today and forecast what skills they require to be competitive in the future. This is the type of planning that is also required in the CF. Considering the Canadian demographics, the competition for talent and the attrition in DND, HR has a significant challenge with recruiting the people to fill the gaps. The CF is transforming and plans for today's mission focused warriors and peacekeepers but have to prepare for the future role of the CF. In order to prepare the CF needs to recruit the people today and invest in building the leadership, provide relevant skills training and be capable of supporting its workforce. The CF can ill afford to lose the experienced people they have as it takes years to develop through the unique socialization, leadership and military specific skills required, let alone the civilian equivalent certifications as specified by a specific occupation (i.e. some positions in finance requires a Certified General Accounting/Certified Managerial Accounting designation). With the identified changes in demographics and the competition for the supply of talent, the CF is striving to select candidate from the same talent pool that the private sector and other government departments are seeking to attract. Companies like IBM have HR professionals that continuously review and analyze their company's current talent needs and in the future. The CF is unique but also has to analyze and develop HR plans. It is not simple to formulate a strategic plan that attracts the right people in the CF and predict what type of skills they will need in the future while balancing the occupational requirement. If DND and the CF are going to compete for the domestic pool of talent, it is essential that there are military HR professionals, who examine the societal changes and develop creative approaches to attracting people to join the military.

CF HR Workforce

The Canadian Forces regular force strength is 67,756 as of end December 2009 with a target of reaching 70,000 personnel. Within these positions, there are currently 235⁵⁹ logistics human resource positions established in the Canadian Forces across each Command as outlined in figure 3. This is strictly looking at the officer positions within the logistics branch. There are many other non human resource management positions that perform HR functions throughout the CF. It is estimated that within the entire military personnel system there are 781⁶⁰ that mainly perform HRM functions. These positions include PSEL 120, TDev 160 and another 266 others positions⁶¹ such as positions at the national level within CMP, formation level HRM in the N1/G1/A1/J1 organizations, tactical level positions such as unit Adjutants to name a few. There are many issues surrounding the management and solution to bring together all the HR type positions into one common classification. Although the Air Force has more HR specialist trained and employed at the tactical, operational and strategic level, a solution is not so simple for the Navy and Army. The Navy Sea Log officers are trained in supply and finance, with some trained as military HR occupational specialist. The Army tends to have some logistics officers trained as HR occupational specialists but there are many positions at the tactical and operational level that are designated as key positions for

⁵⁹ Department of National Defence, Chief of Military Personnel/ Director Personnel Generation and Requirements, *Presentation: Establishment of an Employment Structure for Military personnel Officer*, 2 March 2010. The information from the CMP/DPGR presentation was interpreted as the analysis of positions that mainly work on HR functions or are focused on HRM type duties.

⁶⁰ *Ibid.*

⁶¹ *Ibid.*

combat arms officers career development, such as personnel management positions in level 1 organizations, unit adjutants and formation G1s.

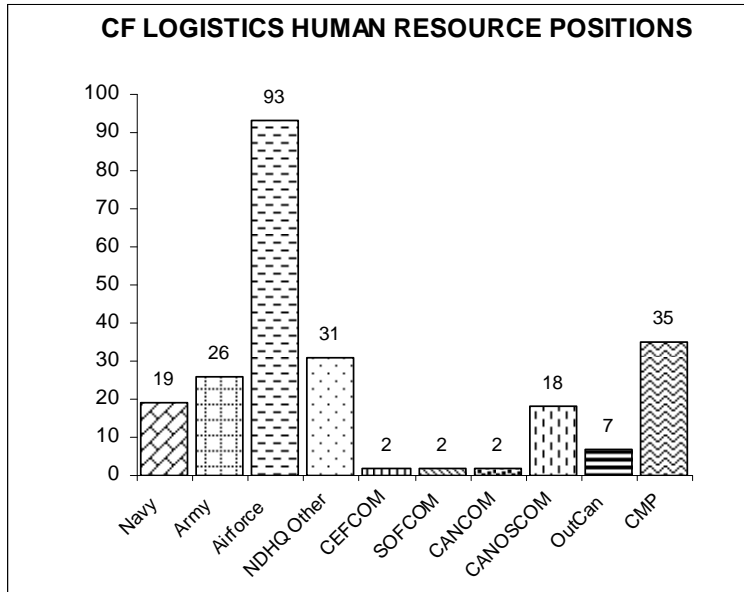


Figure 3⁶²

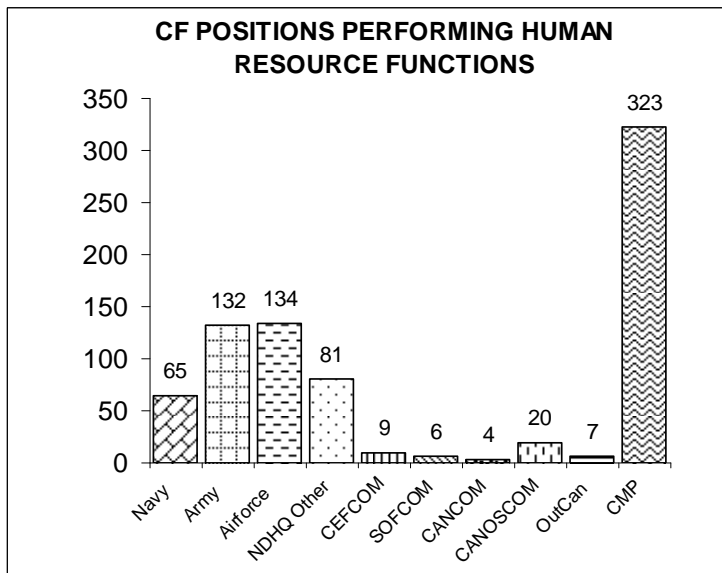


Figure 4⁶³

⁶² Department of National Defence, Chief of Military Personnel/ Director Personnel Generation and Requirements, *Presentation: Establishment of an Employment Structure for Military personnel Officer*, 2 March 2010. Extrapolations of the Data.

⁶³ Ibid.

Figure 4 outlines the number of CF military positions that mainly perform HR functions. As is shown there are a significant amount of non-HR positions that provide HR guidance and support. Compared to the trained Logistics HR positions, there are 546 that cycle through the various levels of HR. One must also consider the training and productivity costs associated this approach, including the read in period, mentoring by others in the organization that have training and errors in the implementation of policy in the from of administering grievances. It is the institutional efficiency and effectiveness that are at risk. The following sections will briefly summarize the strategic, operation and tactical level HR.

Strategic Level HR - CMP

The role of Chief of Military Personnel (CMP) is defined as being “the functional authority for personnel management for the Canadian Forces.” As the Canadian Forces’ strategic human resource manager, CMP has the following vision for the personnel directorate and functional activities:

“to be the leading practitioner of military personnel management through an *integrated* personnel management system that is *operationally focused*, *responsive* to stakeholders and *reflects the priorities* of the Canadian Forces.”⁶⁴

While CMP’s mission is “to recruit, train and educate, prepare, support, honour and recognize military personnel and their families for service to Canada.”⁶⁵ In the HR 2020 document released in 2002 articulates the HR mission, governance and identifies the

⁶⁴ Department of National Defence, Chief of Military personnel, <http://www.cmp-cpm.forces.gc.ca/acm-scp/org/sf-cs/index-eng.asp>; internet; accessed 30 January 2010.

⁶⁵ Department of National Defence, B-GL-005-100/FP-00, Canadian Forces Joint Publication 1.0, *Military Personnel Management Doctrine*, (Ottawa: Director General Military Personnel, 2008), 1-3.

requirement to achieve the strategic objectives. To guarantee “success of achieving [the] strategic HR objectives is performance measurement.”⁶⁶ This set the stage for a greater focus on HR through setting a series of objectives with timelines and enabling committees, such as the Long Term Capital Plan for Human Resources (LTCP (HR)), to look at HR specific issues with the necessary stakeholders.

It was not until 2008 that CMP released the very “first Canadian Forces Military Personnel Management Doctrine [that] recognize[d] its place at the foundation of military personnel management within the Canadian Forces.”⁶⁷ This document emphasized the complexities of the CF HRM system and provides a doctrinal overview of how the system is structured. It is the building block for the transformation of the HR profession.

As identified in Figure 3 and 4, CMP has 35 people that are trained as military HR specialists and approximately 323 positions that mainly perform HRM functions. Considering the rotation of three years, the people that cycle through CMP have a steep learning curve. They provide strategic level HR guidance and support as they learn about HR. With such a large gap the CF needs to look at the core of HR professional required to implement and sustain the HR mission and support the doctrine. The doctrine identifies the complexities concerning the legislative and regulatory frameworks associated with HR and the uniqueness of the CF HR system, the CF needs to ensure that they have the requisite HR professionals. Considering that the strategic level has approximately 11% of its staff are trained military HR specialists performing HR

⁶⁶ Department of National Defence, A-PA-005-000/AP-004 Canadian Forces, *Leadership in the Canadian Forces: conceptual Foundations* (Kingston: Canadian Defence Academy – Canadian Forces Leadership Institute, 2005), 48.

⁶⁷ Department of National Defence, B-GL-005-100/FP-00, Canadian Forces Joint Publication 1.0, *Military Personnel Management Doctrine*, (Ottawa: Director General Military Personnel, 2008), v.

functions are, it is essential that the structure be reviewed to ensure that the CF has the core HR professionals to provide institutional and mission success. The strategic guidance and doctrine has changed and has demonstrated the importance of HRM, the personnel to support the current and future HRM also needs to be transformed. The first step would be to examine the HR professional requirements within CMP, followed by the operational and tactical.

CF Operational level HR

At the operational level there are a significant amount of non-HR people functioning in HR capacities. Looking at Figure 3 and 4, the Air force has approximately 65% of their HR positions designated with HR trained personnel, which is the highest for each of the elements. The remaining 35% of the HR type positions are available for HR professional development for non-HR personnel. Comparatively speaking, the Navy and the Army have many more operators or non-HR trained people providing HR direction and support, with 70% and 80% of HR positions being filled by untrained people, respectively. Is this high percentage of on-the-job training or professional development of untrained people in HR functions putting the CF mission at risk? The direct and indirect costs of training this eclectic group have not been quantified, but there has to be some recognition that there is a cost in time and productivity.

Again, the rotational nature of the employment cycle for professional development in the CF means that these non-trained people need to take the time to become familiar with the HR legislative and compliance policies within the CF and apply them. The operators are providing HR support and providing operational level analysis while they are learning the intricacies of the HRM system. Key positions at the

operational level include the A1/N1/L1, the senior advisors within a headquarters, providing advice to his/her commander and giving direction to subordinate formations. The success of this non-HR trained person is depended on their previous military experiences, their ability to learn quickly and the designated staff members. In reviewing the Navy and Army trained versus untrained ratios, it can be deduced that many of the HR staff positions are filled by untrained HR personnel with a small core spending much time either advising or mentoring their co-workers. It is recommended that at the operational level there is a higher ratio of HR professionals to lead the institutional objectives to force generate and employ the HR leaders of the future.

CF Tactical level HR

At the tactical level, HR functions are performed by the Resource Management Services (RMS) clerks that are mainly supervised by a non-HR MOCs, such as the unit Adjutant or Administration Officer that are designated for operators. Although there are many very talented people in the system, it is the time and productivity issues that impact the level of support provided along with the cost of errors made.

With respect to leveraging technology over the past decade, the CF has introduced various systems like PeopleSoft and EMAA, to facilitate the human resource management. These help facilitate the collection of information and the ability for the CF member to easily review their own information. The systems used to manage people are generally maintained by trained HR people, like the clerks and specially trained officers. At the tactical level the HR officers are in HR management type positions where they draw from the expertise of their subordinates. Also at this level, it is the training ground for new clerks. So, the responsibility of training junior clerks and

untrained HR management is left to the senior resource management support clerks. There are few people to conduct the training while completed the daily operation.

CHAPTER 3 – THE CANADIAN FORCES HUMAN RESOURCES DEVELOPMENT

Historically the CF offered an HR management qualification via a 15 day course that is intended to prepare candidates to manage human resources within DND. This is minimal training considering that 88%⁶⁸ of the corporate equivalent HR managers, generalist, specialist, directors and VPs, had either at least a bachelor's degree and with 32%⁶⁹ of them having a graduate degree. Recently the CF course was amended to a five week course with the first serial conducted in November-December 2009. To be selected for the course a candidate must be a logistics officer from any element. The course provides exposure to the basic qualification and provides graduate with the skills to enables the candidate to

Manage career and personnel policies,
 Conduct human resource management support to force generation,
 Conduct human resource management support to force employment and redeployment for operations and exercises,
 Conduct casualty administrative procedure,
 Manage compensation and benefits and morale and welfare,
 Coordinate disciplinary matters,
 Manage civilian personnel, and
 Manage government mandated programs.⁷⁰

⁶⁸ Sunil J. Ramlall, Identifying and Understanding HR Competencies and their Relationship to Organizational Practices, (University of St. Thomas *Applied H.R.M. Research*, 2006, Volume 11, Number 1, pages 27-38) [http://applyhrm.asp.radford.edu/Volume%2011/11_1_%20Ramlall%20\(pages%2027-38\).pdf](http://applyhrm.asp.radford.edu/Volume%2011/11_1_%20Ramlall%20(pages%2027-38).pdf) ; internet; accessed 20 February 2010. The data show a relatively strong correlation between HR technical competence and strategic contribution.

⁶⁹ *Ibid.*

⁷⁰ Canadian Defence Academy, Qualification Standard Human Resource Management, 04 August 2009, 1-1/1.

The Canadian Forces, however, is still “an environment [in which] many of the professional HR jobs are filled by non-professionals”⁷¹ whose skills are being acquired through on-the-job training with a set of policy and legislative guidelines. Regardless of the level of training or the HR assignments, there is a steep learning curve to developing the competencies. The effectiveness of human resource managers has an impact on how well the system responds to people’s needs and concerns, as well as providing the advice necessary for the senior leaders to make judicious decisions. With the extensive scope of the human resource issues, developing the HR skills at the operational and strategic levels can be lengthy as it is dependent on individual experiences, skills as well as the ability of the environment to help shape the individual into an effective HR professional.

There are options for CF members to become certified human resource professionals through either the certification process or by obtaining the senior human resource designation. Professional development can be incorporated into a programme for those currently in the program who have the CF HR course or for the operator that are temporarily assigned to HR. While the HR certification requires an individual to have an undergraduate degree, it does not need to be in the HR field. However, the professional development curriculum consists of nine HR specific courses that help focus the candidate to develop their HR skills. Key areas for the course work that are deemed necessary by the HRPA to develop the required competencies are

- Human Resources Management (HRM);
- Organizational Behaviour;
- Finance and Accounting;
- Human Resources Planning;
- Occupational Health and Safety;

⁷¹ Sandra Schwartz, Director of Strategic Human Resources, Research Note RN01/04, HR Competency Survey, (Ottawa: D Strat HR, January 2004), 21.

Training and Development;
 Labour Relations;
 Recruitment and Selection; and
 Compensation⁷²

The senior human resource professional (SHRP) designation is designed for a seasoned human resource specialist. There are certain professional experiences, knowledge and leadership abilities required of a senior HR professional to guide an organization at the strategic level. Senior HR professionals must be

“able to align the HR function to the business strategies in such a way that the HR strategy becomes an essential element of the overall business strategy...[They] have an influence that goes well beyond the HR function; they have an impact on all executives, managers, and employees in their organizations.”⁷³

While SHRP requires extensive expertise in the HR field, these individuals must also have the ability to develop a strategic vision that melds with the global organizational goals. This requires years of institutional leadership and management experience in HR along with exposure to and direct involvement in other functional elements such as finance and operations. There needs to be a career field to ensure that professional development and growth can occur while meeting the needs and demands of the larger institution. Providing the opportunity for a change in career field should be structured to ensure a change does not hurt the member or the institution. It should benefit both. There needs to be a balance of operational experience, comprehension of the institutional system and a clear understanding of human resource management practices.

⁷² There are knowledge test requirements and experience considerations outlined in the website. Details for the certification are provincially managed but once completed members are considered a Certified Human Resource Professional. Human Resource Professional Association (HRPA), <http://www.hrpa.ca/OFFICEOFTHEREGISTRAR/Pages/certification.aspx>; Internet; accessed 20 January 2010.

⁷³ HRPA, Senior Human Resource Professional, <http://vdev.hrpa.org/shrp/What-is-a-Senior-HR-Professional.pdf>; Internet; accessed 20 January 2010.

It is essential to leverage learning and develop a framework that identifies the career architecture for strategic HR managers require, while simultaneously meeting the needs of the CF. Not all people will have the same education and experiences but the framework defines the parameters for professional development in the field. In the past task based approach was prevalent and this approach entailed a list of functions by position. With technology and globalization there has been a revolution of Human Resources practices. The focus in the corporate sector is the development of professional competencies that can withstand the test of time.

Competency-Based Approach

The CF need to look at the competency-based approach to developing senior HR professionals. Each organization needs to look at the core competencies and develop a model that is geared to their strategic requirements. “Effectively, competencies translate the strategic vision and goals for the organization into measurable and observable behaviours or actions that employees must display.”⁷⁴ Developing a sustainable pipeline of talent encompasses identifying people, planning their career paths and providing the opportunities to expand their knowledge through training and experience. For the HR professional this would mean developing competencies at various levels, line-managers, middle managers and strategic managers. Areas that can be considered in the model include leadership, education, along with knowledge, skills and experiences required by a senior leadership. This section will draw from the SHRM study of senior HR leadership competencies and the CF’s strategic leadership functions, to determine the relationship

⁷⁴ Suzanne Simpson & Lorraine McKay, Competency-based Human Resource Management: Planning for Success, http://www.hrsg.ca/pdf/comp_based_HRM1.pdf; accessed 20 February 2010.

between the two. The functions will be identified as a competency or a subset of one of the HR competencies.

The strategic management/Leadership Decision Process table was in figure 5, developed by the Chief of Military Personnel (CMP)/Director Personnel Generation and Requirements (DPGR). It spells out the core functions for the military personnel system, all of which are currently spread between the logistics HR, Personnel Selection Officers and the Training Development Officer occupations. It does not identify the HR functions being performed by non-HR type professionals at the tactical level. Using this table we can identify those functions that are important strategic HR leadership and translate those into the competencies.

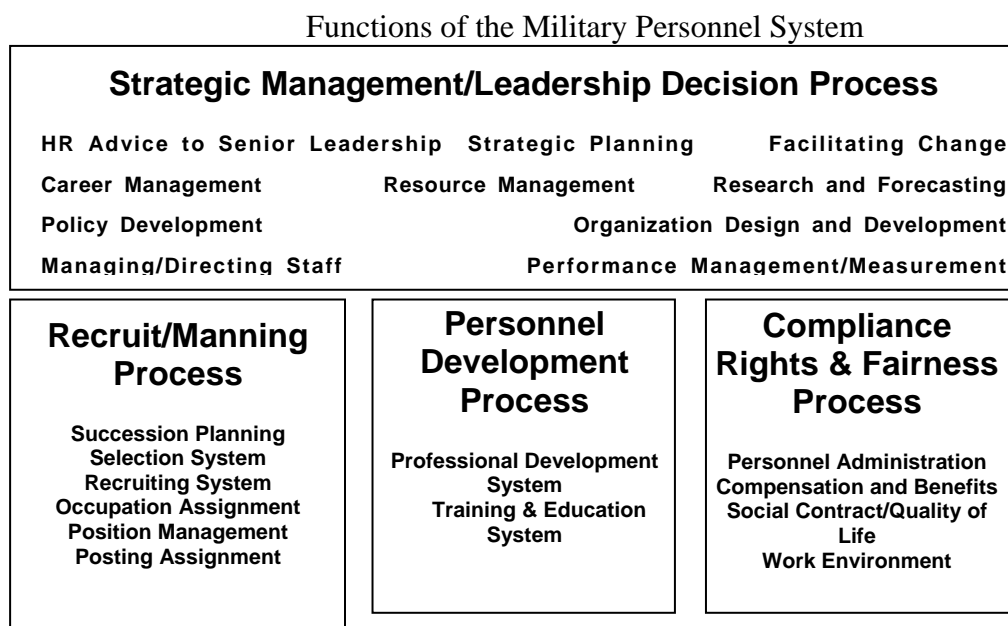


Figure 5⁷⁵

⁷⁵ Department of National Defence, Chief of Military Personnel/ Director Personnel Generation and Requirements, *Presentation: Establishment of an Employment Structure for Military personnel Officer*, 2 March 2010.

The SHRM's study identifying the top five core competencies for senior HR executives identified earlier as strategic thinking, communication, HR knowledge, leading change and business knowledge. These will be used to review the CF's strategic leadership functions listed in Figure 5.

Strategic Thinking

Strategic thinking as defined by SHRM encompasses

“seeing the big picture, having a long-term line of sight and understanding the interconnectedness of decisions and activities within the various lines of the business.”⁷⁶

This can be translated to the functions of the CF leadership strategic planning function but it also incorporates a greater understanding and vision of the organization. The strategic leadership has to constantly consider the first and second order effects of each transformation initiative has on the department whether it be the organizational structure, financial and human capital costs, and the impact on the infrastructure, to name a few. A key element is to consider the impact that these changes will have on the organizational effectiveness. It is important to recognize that HR not only forms a large part of National Defence budget but also is impacted by every change initiative. Considering that human capital is associated with every aspect of the organization, whether it be operationally or administratively, it is important to have senior HR professionals that can think strategically and form part of the decision making team. Because the span of control and impact is of human resource management has, the senior leadership HR strategic thinker

⁷⁶ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

provides that holistic organizational view at planning sessions. In essence they provide strategic HR expertise during the planning phase of any operation and transformational proposals. Their area of responsibility must include a holistic view of organizational needs, from corporate objectives, improving strategies, developing policies, and governance. At a senior/executive level, it is beyond just the planning function. Within DND strategic HR thinking has to taking into account the departmental lines of operations and addressing the short and long term impact that strategic decisions will have on the organization. Looking back at the force reduction plan (FRP), there was enormous pressure to downsize the CF military labour force. The force reduction plan of the 1990's is an example of a strategic decision that had a huge impact on the CF organization and the gap in succession and experience that is still felt today. Granted there is much competition in recruiting by the private and public sectors from the diminishing pool of candidate, there is an untold cost of the impact these reductions had on how DND conducts business and the impact "*doing more with less*" approach had on the wellbeing of the employees. The other aspect is the critical shortage in the talent pool that the FRP created as the mass exodus of experienced people. The pilot shortage is an example of the effects of FRP. It is especially disheartening that it was a known fact in the 1980s that there would be a shortage of pilots but yet DND offered the FRP to pilots. Strategic HR thinking with the comprehensive analysis to support a reduction plan would need to consider taking a more deliberate and targeted approach.

Communication

Effective communications as a competency can include the DND functions of providing advice to senior leadership, managing/directing staff and is also a significant

part of every aspect of functions that provide information to the masses. A key element in these two functions is the ability to communicate with superiors and subordinates, but senior HR leaders need to be able to effectively convey HR issues and policy CF wide. Proper messaging is a key area that is essential for implementing changes. An example of effective communication is the transformation efforts by General Hillier. Not only was the messaging effective in communicating the changes to the entire forces but was also effective in addressing the CF capability requirements to the government. The significance of his efforts to secure the support and commitment from the government to fund the transformational changes is an example of successful strategic communication. Also, General Hillier communication skills played a role that conveyed his message about the Canadian Forces and raising public support for the military.

HR knowledge

Interestingly, the military HR system implies that there is a level knowledge but within the CF the positions that are not HR specialists; they are operators assigned to positions that focuses on HR functions. In the SHRM study it was recognized that senior HR executives require a sound “understanding of tactical and strategic HR functions and processes.”⁷⁷ In the corporate structure HR knowledge is one of the key elements to further advancements in this field.

In the CF the combat arms are required to go through significant amounts of training to bring them to a level of competency in their career field. Prior to a

⁷⁷ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

deployment, the combat arms are expected to pass a series of mission specific training and be certified that they are ready to go. That being said, the CF provides minimal amount of training to prepare individuals to be effective HRMs and many operators fill HR positions without any HR specific training. Some may argue that every CF member is an HRM and that the function does not require extensive training as nobody will die from HR errors. Counter to this, it can be said that good or poor HRM has an impact on the operator's morale and the last thing they need to worry about while deployed is a breakdown in the HR support that impact them or their family. Also, a more efficient HR system is cost effective. Finding ways to streamline the processes is ideal.

The challenges faced by the corporate world is not much different then the CF. HR is evolving and the leadership needs to take note of the increasing importance of the HR profession.

“Such formerly straightforward HR mandates as attracting and retaining employees with the most critical basic skill sets, fine-tuning those skills with organization-specific training, and ensuring a reasonable work/life balance are now further complicated by the cultural, economic and lifestyle differences inherent in a global-workforce approach to doing business. In that regard, the challenge for HR lies in balancing global consistency with practices that comply with local legislative requirements.”⁷⁸

The CF needs to address not only the requirement of the HR profession as recommended in the OAG 2002 report but also needs to consider the practices from private industry that are applicable. First the HR functions require to be consolidated into a common career path for future HR profession and provide opportunities to develop our strategic HR

⁷⁸ Joe Vocino, HR Magazine Vol. 51, No. 6, 1 June 2006, High pay for high-level HR: as HR executives influence critical business decisions at the nation's largest companies, their pay levels are trending toward the top tier http://findarticles.com/p/articles/mi_m3495/is_6_51/ai_n26909331/; Internet; accessed 03 January 2010.

leaders. HR knowledge is essential to provide the mechanism to lead an organization to achieve its strategic goals. The development of the future leaders is currently being reviewed within by DGPR and by LGen (ret'd) Jeffery via a CF executive development programme study. The career path for the strategic level is lacking and this study includes a model to assist in preparing the CF senior leadership with the ability to work at the strategic level. It addresses the difficulties in the HR field.

“The personnel function is an increasingly specialized field at the strategic level, as is resource management, and both require considerable time and experienced for general list G/FO's to be effective.”⁷⁹

Leading Change

Leading change is defined as “Charting the course for organization’s stakeholders to navigate a shift in business processes, priorities, roles and expectations.”⁸⁰ Compared to the CF functions of facilitating change, leading change is a more aggressive stance to actively implement change. The CF approach to facilitating change implies a more consultative method of implementing changes within their command influence. HR needs to be at the forefront of changes within the CF. Whether it is in devising a business or operational plan or policy development, HR must be implicated as one of the lead planners to forge ahead and ensure there is a clear plan for the human capital aspect. Also HR requires the ability to forecast and develop the organizational design that

⁷⁹ Lieutenant- General (Ret'd) MK Jeffery and Fred Sutherland, The CF Executive Development Programme – Programme Development Study (Final Draft), 2 March 2010.

⁸⁰ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

supports any form of transformation. Change is ineffective without having the necessary people to implement and sustain the plan.

Business Knowledge

Business knowledge as defined by the SHRM is the “understanding of the operations and processes of how business is conducted.”⁸¹ This is beyond just the HR strategic competencies remaining in Figure 5, Strategic Planning, Organizational design or performance management Resource Management. It includes the how many aspects of the CF operates as a whole, how to add value to the business practices but also incorporates the value added. This may be the category that the operators have as advantage over the pure HR professional; understanding the organization. The main issue with business knowledge is taking the operator point of view and be able to apply the regulatory and compliance issues.

An HR professional can manoeuvre through the business knowledge by approaching the present with an eye on developing themselves for the future. Involve co-worker in providing the operational background and analyzing information will enable a coordinated effort to present and future planning.

⁸¹ Society for Human Resource Management (SHRM), What senior HR leaders need to know: Perspectives From the United States, Canada, India, the Middle East and North Africa, February 2010; <http://www.shrm.org/Research/SurveyFindings/Documents/10-0097%20HR%20Leadership%20Competencies%20Exec.%20Summary-FNL.pdf>; Internet; accessed March 2010.

Human Capital Infrastructure

“A high-performance organization needs a dynamic, results-oriented workforce with the requisite talents, multidisciplinary knowledge, and up-to-date skills to ensure that it is equipped to accomplish its mission and achieve its goals.”⁸²

Who is performing the HR functions? In the CF the functions are being partially done by Personnel Selection Officers, TDOs, Logistic HR Officers and many are being done by operators. Melding this together to come up with a coherent and consistent application of policy and methods is challenging, especially considering the gaps in experience and professional training. The CF can use the core competencies to create a professional development path for HR professionals, including the operators that perform HR functions. The practices and experiences from the private sector cannot be ignored and are applicable to government organizations, such as CF.

The need to develop an HR professional career field is not a new issue as it was identified by the OAG in 2002. Eight years later the CF continues to struggle with what approach to take, and cannot postpone a transformation of the HR profession. Private companies weigh heavily on the HR executives to provide input, analysis and contribute to the corporate strategic goals. These companies expect that these executives have an HR background via education and experience. The majority of the decisions made in strategic planning sessions or just day-to-day functions have a human capital component that needs to be considered. With the amount of the Department of National Defence budget dedicated to HR expenditures, the people managing this element should be provided with the tools and expertise to manage it effectively. We expect an engineer to have the

⁸² United States General Accounting Office (GAO), High-Risk Series Strategic Human Capital Management, January 2003, 17.

professional education and training to manage millions of dollars worth of infrastructure and consider the same for the management of human infrastructure within the department. It is time for DND to draw from the experience of industry and provide similar training opportunities to our HR and non HR people to build the department's HR specialist capacity. In addition to the corporate focus on human resource expertise, the United States government identified the need to include a human capital aspect to strategic planning. Ten years after the development of the 1990 "framework for more business like and results-oriented management,"⁸³ the GAO did identify the human capital gap in their framework that did not include strategic human capital management.⁸⁴ HR expertise requirements for The United States (US) General Accounting Office (GAO) conducted a study in 2000 that provided a comprehensive look at human capital within the government and the self-assessment of the strategic human resource gap. One of the areas addressed in this document was the need to have professionally trained HR specialists involved in providing support for mission success.

"Effective human capital professionals must have the appropriate preparation and experience not just to provide effective mission support, but to participate as partners with line managers and staff in developing, implementing, and assessing the agency's human capital approaches."⁸⁵

Advice to the leadership was further elaborated to include the internal review of the human capital professionals'

⁸³ United States General Accounting Office, Office of the Comptroller General, Human Capital: A Self-Assessment Checklist for Agency Leaders, September 2000 version 1, <http://www.gao.gov/special.pubs/cg00014g.pdf>; Internet; accessed February 2010.

⁸⁴ *Ibid.*

⁸⁵ *Ibid.*

“involvem[ent] in developing the agency’s shared vision...aligning...human capital strategies... and ensure that the human capital professionals are indeed prepared- i.e., through academic training, professional certification...to full the consulting role and reach out to other organizational functions.”⁸⁶

It is a matter of leveraging the human capital/resource professionals’ expertise beyond the traditional administrator functions and using them to contribute to the strategic planning and decision making process. Regardless of whether an organization is a corporate or government entity, there is a need to have HR professionals to ensure an effective and qualified specialist can provide input into the strategic planning and vision of the organization. Perhaps the Canadian Forces should consider the self assessment approach and develop a competency framework that is linked to professional HR training. Shaping the HR specialty includes looking at the educational background, the requirement for a HR professional designations for specific positions and developing a consolidated pan military approach to HR. This would provide a core of operational HR professionals and the longer term strategic HR capability within the CF. The 2002 OAG recommendation of establishing an HR specialty needs to be addressed.

The disjointedness of Human Resource Management needs to be tackled without the territorial boundaries of the stakeholders in order to ensure that the way ahead is in the best interest of the CF. There are various stakeholders that will be resistant to restructuring the establishment and designating traditionally operator positions into HR professional positions. Going back to the OAG 2002 report highlighted the concerns regarding to the department having

“few military personnel assigned to military human resource management have previous experience or training in human resource policies and practices...[T]he Canadian Forces would benefit by having a knowledgeable group, trained and experienced in managing the human resource changes needed over the long-term.”⁸⁷

⁸⁶ *Ibid.*

⁸⁷ Office of the Auditor General, 2006 May Status Report of the Office of the Auditor General, Chapter 2, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200605_02_e_14959.html; Internet; accessed November 2009.

Without a coordinated Human Resource Management focus and the limited expertise, issues arise regarding the advice to commanders for decisions. It was noted in the May 2006 OAG status report

“...that some commanders had developed their human-resources management processes and policies without the required direction from the Assistant Deputy Minister-Military Human Resources. This resulted in inconsistent and fragmented policies and practices in the Canadian Forces human-resources management system and prevented the implementation of a single, Canadian Forces strategic human-resources direction aligned with the core business direction.”⁸⁸

It is essential to illustrate the necessity to have human resource expertise that is familiar with the department goals and vision, the policies and procedures along with the governmental acts and legislative policies. These policy differences contribute to the organizational inequities and thus feeds the grievance process that further creates a departmental administrative obligation to resolve. This increases the administrative costs of investigating and providing resolution.

Canadian Forces HR Training

The training and development framework of the CF is structured using developmental periods (DP) where officers and NCMs are expected to achieve basic requirements, training or experience. The Developmental Periods (DPs) for the officer professional development described below provides a general summary each level.

⁸⁸ OAG, 2006 May Status Report of the Office of the Auditor General, Chapter 2, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200605_02_e_14959.html; Internet; accessed November 2009.

DP 1 – Basic Officer Development: Officers complete their basic training which consists of the initial military socialization of these new members. The training includes the introduction the CF regulations and customs, leadership, weapons handling, first aid, fitness and sports. This period also consists of undergraduate studies, specialty/occupational training and at times includes second language training.

DP 2 – Junior Officer Development: This period is focused on employment, experience and training which is considered the apprenticeship phase of the officer's training.

DP 3 – Senior Officer Development: The main focus is to prepare senior officers for command and/or joint operations and joint staff positions domestically or internationally.

DP 4 – Advance Officer Development: The emphasis is on developing the strategic level aspects of military command and control, leadership, national security and educating the general and flag officers.⁸⁹

After looking at the functions of the military HRs, the DP outline will be constructed to mesh the two together.

DP 1 (OCdt to 2Lt) - Similar to the current system of Officer Basic Qualification, education, possible second language training, environmental training and specialty training including the five week HRM course.

DP 2 (Lt to Capt/Lt (N)) - Provide job experience in HRM functions to include assignments at unit level either as an assistant adjutant as an apprentice, at the base/support unit level within the N1/G1/A1 organizations and experience as a public accounting officer, positions within the training development system and other assignments at the operational level HQs within N1/G1/A1/J1 organizations.

DP 3 (Maj/LCdr to LCol/Cdr) - Preparation of senior HRM officers for command of a recruiting centre, assignments as Wing/Base or formation N1/G1/A1/J1s, senior staff positions at the national level, training system and joint international positions.

⁸⁹ Canadian Army website; <http://www.armee.forces.gc.ca/land-terre/life-vie/opd-ppo-eng.asp>; Internet; accessed March 2010.

DP 4 (Col/Capt (N) and Flag officers) – Streamed into institutional specific roles in CMP such as force development and strategic planning functions as outlined in Figure 5. Consider providing special HR training for executives.

For the HR professional, once the individual completes some of the organizational training, it would be worthwhile to focus on acquiring a HR professional designation at DP 2 and 3. The HR professional would be assigned to pure HR functions and progress through all stages in their careers developing their HR competencies. Currently there are many others that enter the HR field in DP 3 to 4, but starting at DP 4 does not provide the HR knowledge to become a strategic HR leader. If there are operator or non-HR people that are looking at starting a secondary career field, it is recommended that they complete a couple of rotations within DP 3 prior to progressing to more senior level positions in HR. This would require at a minimum the military HR specialty training and possibly an HR certification. Having a non-HR Major or Lieutenant-Colonel upgrade their education is not unusual because at this level they are expected to seek a Masters degree for career progression. The critical issue is to have the people who enter the HR career stream later in their career stay for an extended period of time or spend the rest of their career in HR for continuity. That being said, the operators that may change the direction of their careers must show potential to excel as HR professionals and be willing to make a career change. This approach would also balance the operational and HR experience requirement.

Considering the current system of rotationally assigning operators in a HR position, “and they arrive with valuable military knowledge but often limited experience

in human resource policies and planning.”⁹⁰ They are not provided any HR training but are expected to learn and gain some knowledge through on-the-job training that may last two to three years. Not to take away from some of the talented people that can learn quickly, for the greater good of the people and the CF it would be of value to provide the members the five week course as an introduction as an interim solution. The CF HR course would also provide the operators with access to a network of knowledgeable HR professionals that can ease the transition to the HR responsibilities.

Creation of a Human Resources Career Field

Everyone is responsible for some form of people management, either in a supervisory capacity, administratively or strategically. The levels of personnel management knowledge required at each level varies. It is important to have a HR professional with the knowledge and expertise to guide the organization. Without a HR career field in the CF, it is time to change the approach to the development of the current HR professional development. In order to proceed with the OAG recommendations of creating an HR management capacity, it is necessary to consider the possible options. They include the development of a career field based on the: status quo, a consolidation of the positions that primarily perform HR functions or amalgamate the related career specialties. Based on the 2002 OAG report the status quo does not resolve the issues of “having dedicated human resource professionals who are knowledgeable about both the

⁹⁰ Office of the Auditor General April 2002 Report, Chapter 5: National Defence—Recruitment and Retention of Military Personnel, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200204_05_e_12378.html#ch5hd3a; Internet, accessed October 2009.

military and human resource policies and practices.”⁹¹ Thus this option will not be elaborated on.

The second option includes consolidating all the positions that perform HR functions within the CF. This would include positions that are performed by operators on a rotational basis in order to have some professional development within an administrative capacity. This would eliminate the opportunities for operators to develop their skills and have some experience in a staff function. It is unlikely that the entire N1/A1/L1 functions at various levels will completely be composed of HR professionals, but there is room to convert some of the positions to include a mix of operators and HR professionals. A hybrid to this option is the consolidation of many of the designated HR positions for the operators, but provides a core of positions for the operators; 35% of the positions would be designated for untrained HR: 65% for HR professionals. This is to develop the balance between the military warrior experience and the military experienced administrator of human resources. There would have to be a complete review of the establishments and a coordinated effort by all parties to make these significant changes. Realistically, it is highly unlikely that the stakeholders would accept any changes to the professional development positions for the operators in HR type positions. At a minimum, it is recommended that the military HR specialty course be provided to all who are being posted into HR type positions regardless of their occupation. Further, it would be worth exploring if specialty codes could be included for specific positions in order to require a specific level of competency for the operators to enter into the HR stream.

⁹¹ Office of the Auditor General April 2002 Report, Chapter 5: National Defence—Recruitment and Retention of Military Personnel, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200204_05_e_12378.html#ch5hd3a; Internet, accessed October 2009.

The third option is the amalgamation of the HR, PSO, Training Development and Finance officer occupations. This would be the creation of the Resource Management Support Officer career field or what it could be referred to is the Personnel and Financial Management occupation. Regardless of the title, the intent of this option is to amalgamate all personnel positions relating to the resource management function; both officers and non-commissioned members (NCM). Not only will this provide a consolidated and integrated effort on human resource management but it provides the mentor relationship between the senior and junior leadership. The functions of the RMS clerk include “human resource administration and services, financial management support services, personnel support services, and corporate and general purpose administration.”⁹² These functions are nested with all areas of personnel support whether administratively or financially, but also include areas of general human resource support. This approach will link both the Officer and NCM career fields and provide a core of HR professionals and HR generalist, respectively. Similar to many of the occupations, such as infantry, engineers and medical, there is a core of officers and NCMs that work together within their specialized field. To group these together will take the will of the strategic level to consider the impact on the logistics branch and the flexibility to restructure the establishments to ensure the Personnel and Financial Management/RMS occupation has the career progression from the tactical to the strategic levels. Any career field restructure will also have to formulate a career path that enables the HR professional to become certified externally and internally, provide the necessary experience to

⁹² Canadian Forces Recruiting Group, Job fact sheet: Resource Management Support Clerk, http://www.forces.ca/html/resourcemanagementsupportclerk_reg_en.aspx; Internet; accessed February 2010.

progress and have the structure to groom top level human resource professionals for the strategic level. It is unlikely that the Logistics branch would support this option as there would be a significant structural change.

The method of attacking the development of a HR career field rests at the strategic level and all stakeholders must set aside occupational sensitivities and focus on what will benefit the CF and the welfare of the people who are the core of the system.

CONCLUSION

This paper focused on identifying the importance of the HR executives in corporate organizations and the professional development path they take to progress to the highest levels. There are many lessons that can be drawn from the corporate world which is applicable to the CF. It is clear that the CF need to transform career development of HR officers and develop a core of HR professionals. It also identified some of the competencies the senior HR leadership need to be aware of and how these apply to the CF. It is clear that the corporate world and the CF are experiencing many of the same challenges with respect to demographic changes, recruiting and retention, leveraging technology and the complexities associated with the HR profession. In order to achieve institutional and mission success, the senior leadership will need to transform the HR structure in the CF to be able to force generate the HR leaders of the future.

The CF can draw HR practices and studies from the corporate sector. Companies like IBM have much experience in transforming business practices and dealing with the complexities of HR. These companies also function with a core of HR professionals that have proven that they are critical to the company's success. The HR professional can

lead changes within the organization. They can focus on short term and long-term business or operational goals while finding ways to make the organization more effective. Although there is a big difference between a private company focusing on increasing their profit margin, the CF focus on minimizing the cost of doing business. The economic times have impacted both the corporate and government finances. It is essential to develop approaches to reducing costs, even the indirect costs of performing the HR function through on-the-job training of people who have no experience at the tactical, operational and strategic levels. The large corporate companies have HR professionals leading the way in their field and are being recognized as a valuable and essential team member. It is time to do the same in the CF and look at HR professionals as a capability for institutional effectiveness. In the top five competencies for senior executives both business and HR knowledge were identified internationally, along with strategic thinking, communication and leading change. It is recommended that the CF consider these competencies and apply them to the development of the HR professionals within the CF.

Following the review of the CF training for the HR personnel or for the people performing the function, there is a significant amount of on-the-job training. With 70% of the human resource management positions are designated for untrained HR personnel, the cost in training and productivity needs to be considered. The operators such as the combat arms, pilots or naval engineers, would not accept force employing such a high percentage of untrained leaders. The CF needs to look at how the HR personnel are trained and the structure required. There is always room for a percentage of professional development positions but the CF needs to shift the balance and include a HR career

field. The OAG identified the HR issues back in 2002 and the CF needs to forge ahead in the development of the HR professional occupation. There are many options and all the stakeholders need to consider weighing the risks of individual occupation HR professional development needs with the greater good of the CF.

There are great people who have put a lot of time and effort into the CF HR system to establish it as it is known today. This paper has identified many of the issues surrounding the HR profession. The need to develop the HR career path needs to be solidified and progress with the HR transformation. Despite the challenges with implementing an HR career field and the requisite HR training development package, the benefits will be felt in the long run with the development of the HR leaders with the necessary competencies needed to face the complexities and challenges of an ever changing HR environment. There is a growing need to include the development of these HR professionals from the tactical level through to the strategic level in order to incorporate the competencies that resonate throughout the global organizations and the HR profession. HR transformation is not easy as there are many stakeholders who have to modify their structures and turn in professional development positions for the establishment of the HR profession. In order to accomplish an effective HR transformation is to develop and implement a model that includes the skills and competencies required of HR professionals but also includes a component that provides opportunities for the operators to shift into an HR capacity. With the continuous environment of change in the CF it is time for a human resource revolution that includes a military HR professional capability and realigns the personnel support into a HR career field.

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