

Canadian
Forces
College

Collège
des
Forces
Canadiennes



MOVING TOWARD AN INTERNATIONAL STANDARD FOR CANADIAN ARMED FORCES RECRUITING PRACTICES

Maj M.A.J. Belanger

JCSP 42

Master of Defence Studies

Disclaimer

Opinions expressed remain those of the author and do not represent Department of National Defence or Canadian Forces policy. This paper may not be used without written permission.

© Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence, 2016.

PCEMI 42

**Maîtrise en études de la
défense**

Avertissement

Les opinions exprimées n'engagent que leurs auteurs et ne reflètent aucunement des politiques du Ministère de la Défense nationale ou des Forces canadiennes. Ce papier ne peut être reproduit sans autorisation écrite.

© Sa Majesté la Reine du Chef du Canada, représentée par le ministre de la Défense nationale, 2016.

CANADIAN FORCES COLLEGE – COLLÈGE DES FORCES CANADIENNES
JCSP 42 – PCEMI 42
2015 – 2016

MASTER OF DEFENCE STUDIES – MAÎTRISE EN ÉTUDES DE LA DÉFENSE

**MOVING TOWARD AN INTERNATIONAL STANDARD FOR
CANADIAN ARMED FORCES RECRUITING PRACTICES**

Maj M.A.J. Belanger

“This paper was written by a student attending the Canadian Forces College in fulfilment of one of the requirements of the Course of Studies. The paper is a scholastic document, and thus contains facts and opinions, which the author alone considered appropriate and correct for the subject. It does not necessarily reflect the policy or the opinion of any agency, including the Government of Canada and the Canadian Department of National Defence. This paper may not be released, quoted or copied, except with the express permission of the Canadian Department of National Defence.”

Word Count: 20 753

“La présente étude a été rédigée par un stagiaire du Collège des Forces canadiennes pour satisfaire à l'une des exigences du cours. L'étude est un document qui se rapporte au cours et contient donc des faits et des opinions que seul l'auteur considère appropriés et convenables au sujet. Elle ne reflète pas nécessairement la politique ou l'opinion d'un organisme quelconque, y compris le gouvernement du Canada et le ministère de la Défense nationale du Canada. Il est défendu de diffuser, de citer ou de reproduire cette étude sans la permission expresse du ministère de la Défense nationale.”

Compte de mots: 20 753

TABLE OF CONTENTS

ABSTRACT	ii
1. INTRODUCTION	1
1.1. Purpose of the Study	11
1.2. Assumptions and Limitations	14
1.3 Conclusion	18
2. THE MILITARY RECRUITING CONTEXT	20
2.1. Introduction - Factors that Impact Recruiting Operations	21
2.2. CAF Recruiting Process Standardization Background	27
2.2.1. Chief Review Services (CRS) /Audit	30
2.3. Conclusion	35
3. STANDARDIZATION OF PROCEDURES TO ASSESS PEOPLE	36
3.1. Introduction.....	36
3.2. Overview of the International Organization for Standardization	44
3.3. ISO 10667- Procedures and Methods to Assess People	46
3.3.1. Benefits of ISO 10667- Procedures and Methods to Assess People.....	46
3.3.2. The Requirements for ISO 10667	49
3.4. Conclusion.	55
4. CANADIAN ARMED FORCES RECRUITING PROCESS	58
4.1. The Agreement Procedures of the CAF Recruiting Process.....	60
4.2. The Pre-Assessment Procedures	62
4.3. The Assessment Delivery	65
4.3.1. Assessment Delivery - Planning the Assessment	66
4.3.2. Assessment Delivery – Informing Assessment Participants.....	74
4.3.3. Assessment Delivery – Conducting the Assessment & Using Results.....	75
4.3.4. Assessment Delivery – Reports & Feedback.....	79
4.3.5. Assessment Delivery – Evaluating the Assessment.....	82
4.4 The Post-assessment Review	83
5. TOWARD STANDARDIZATION	84
5.1.1. Agreement Procedures Requirements	85
5.1.2. Pre-Assessment Procedures Requirements	86
5.1.3. Assessment Delivery Requirements	87
5.1.4. Post-Assessment Procedures Requirements	91
6. CONCLUSION	91
6.1. Recommendations.....	96
BIBLIOGRAPHY	97
ANNEX 1 - The 8 Principles of ISO 9000	105
ANNEX 2 - The CAF Reg F Recruiting Process.....	106
ANNEX 3 - Canadian Forces Application Procedures	107
ANNEX 4 - Conduct of Behaviour Agreement for CF members	108

ABSTRACT

Without doubt, recruiting represents a critically important mission for all organizations, including the Canadian Armed Forces (CAF). Indeed, it represents ground zero in terms of the Forces ability to generate future defence capabilities. To most, recruiting would appear a simple endeavor. In fact, it is a complicated process that constantly shifts in response internal and external factors such as economic, societal, and technological trends, to name a few. The Canadian Forces Recruiting Group (CFRG) has long recognized the need to standardize its processes to ensure that recruiting operations are applied in a consistent manner, however, they have not achieved the desired end state despite several dedicated attempts. Standardization helps to ensure that all applicants are processed and assessed in the same manner; after all, applicants compete for employment opportunities. In recent years, as a result of improved communication and information technology platforms, combined with a renewed interest in the fair and consistent treatment of applicants, CFRG has greatly improved in this regard. That said, CFRG continues to receive considerable pressure, from internal and external sources, to achieve increased effectiveness and efficiency; CFRG has lacked, however, a meaningful benchmark to evaluate its efforts. The publication of *ISO 10667-2 Assessment Service delivery – Procedures and methods to assess people in work and organizational settings*, affords CFRG with the opportunity to contrast its efforts with a recognized international standard of practice. Whether planned or not, CFRG's efforts appear well aligned with the requirements to obtain ISO 10667-2:2011 certification. Recommendations to facilitate ISO compliance are provided as are the advantages that can be achieved in doing so.

1. INTRODUCTION

It is a great time to be in the Canadian Armed Forces.

- Chief of Defence Staff General Tom Lawson, 07 June 2013.¹

Over the last few decades, political leaders have debated important issues for Canada, among them, national defence priorities and spending.² Regardless of past or current political or societal disagreement on defence priorities, the impact of defence priorities and spending has an impact on both the Canadian economy and force generation requirements. In reality, the Department of National Defence (DND) contributes significantly to the national economy.

With more than 111,000 people on the payroll (including about 24,000 civilian workers), the *Department* of National Defence (DND) and CF together are Canada's second largest employer and the single largest public service employer, making a significant contribution to local, provincial and territorial economies.³

Like the economy, military personnel capabilities (i.e., the size of the CAF), have and will continue to be a pervasive topic of interest for Canadians. Indeed, the number of Regular Force (Reg F) members has fluctuated considerably since 1990 with a high of 89,000 in 1990/91 and a low of approximately 59,000 in 2000/01.⁴ The authorized Regular Force (Reg F) strength 2015/16 is situated at 68,000. Even today, uncertainty exists as to the required size of the Force. In fact, Defence Minister Harjit Sajjan recently announced that public consultations will be held to discuss Canada's new defence policy that would include discussion on the future role and size

¹ Chief of the Defence Staff, *Guidance to the Canadian Armed Forces* (Ottawa: National Defence, 2013), 5.

² "Canadian Party Leaders Debate. August 6 2015. REPLAY: Maclean's National Leaders Debate," *Maclean's National Leaders Debate*, last accessed 2 February 2016, https://www.youtube.com/watch?v=hSf2__qpeGA.

³ Jungwee Park, Statistics Canada — Catalogue no. 75-001-X, *A Profile of the Canadian Forces* (Ottawa: Government of Canada, Statistic Canada, Perspectives, July 2008), last modified 5 January 2015, <http://www.statcan.gc.ca/pub/75-001-x/2008107/article/10657-eng.htm>.

⁴ National Defence, Chief Review Services – Director General Audit – Audit of Force Reduction Program, retrieved 15 March 2016, http://tbs-sct.gc.ca/report/orp/2007/er-ed/vol2/images/er84_e.gif.

of the CAF.⁵ It is clear that the number of CAF personnel over the years has been anything but stable. As a result, annual personnel intake requirements have fluctuated considerably which has put considerable strain on the recruiting system in terms of adequate and in time resource allocations to meet intake demands.

Perhaps the most significant personnel rationalization in recent history started in 1992 through the implementation of the Force Reduction Program (FRP). FRP was designed to encourage members to take an early release or retire in an attempt to reduce the overall size of the Forces.⁶ Between the years 1992-1996, approximately 14,000 military personnel took advantage of this opportunity.⁷ Interestingly enough, the federal government announced its intent in 2006 to increase “(...) the strength of the Canadian Forces to at least 75,000 Regular Force (...).”⁸ The driving force behind this increase was the intensification of operational tempo and the recognized resulting stresses experienced by CAF personnel.⁹ In addition, Prime Minister Stephen Harper announced in 2008 the long-awaited *Canada First Defence Strategy* (CFDS) and made a vague commitment to support long-term funding in the Canadian Forces.¹⁰ The CFDS presented the roles and mission for the armed forces and outlined the four pillars that constitute

⁵ National Defence, “News Release - Minister Sajjan Launches Public Consultations on Defence Policy Review,” 6 April 2016 – Ottawa – National Defence / Canadian Armed Forces, last accessed 6 April 2016, <http://news.gc.ca/web/article-en.do?nid=1047049>.

⁶ National Defence, *Director General Audit - Audit of Force Reduction Program* (Ottawa: National Defence, Chief Review Services, January 1997).

⁷ National Defence and the Canadian Armed Forces, BG 10.008, *ARCHIVED – Recruiting and Retention in the Canadian Forces* (Ottawa: Government of Canada, Backgrounder / 4 May 2010), last modified 7 November 2013, <http://www.forces.gc.ca/en/news/article.page?doc=recruiting-and-retention-in-the-canadian-forces/hnps1uwf>.

⁸ Ombudsman National Defence and Canadian Forces, *The Canadian Face behind the Recruiting Targets: A Review of the Canadian Forces Recruiting System – From Attraction to Enrolment* (Ottawa: DND/CF Ombudsman, June 2006), retrieved 15 January 2016, http://www.ombudsman.forces.gc.ca/assets/OMBUDSMAN_Internet/docs/en/rs-sr.pdf, 3.

⁹ Speaker of the House of Commons, *Recruitment and Retention in the Canadian Forces - Report on the Standing Committee on National Defence* (Ottawa: Parliament of Canada, Public Works and Government Services Canada, March 2010 40th Parliament, 3rd Session), retrieved 6 April 2016, http://www.parl.gc.ca/content/hoc/Committee/403/NDDN/Reports/RP4393616/403_NDDN_Rpt02/403_NDDN_Rpt02-e.pdf.

¹⁰ National Defence, *Canada First Defence Strategy* (Ottawa: Government of Canada, Department of National Defence, 2008).

the base of military capabilities – personnel, equipment, infrastructure and readiness.¹¹ (See Figure 1) The strategy stressed that to achieve its goal of creating and sustaining a modern, first class military for the 21st century, it must be properly funded.

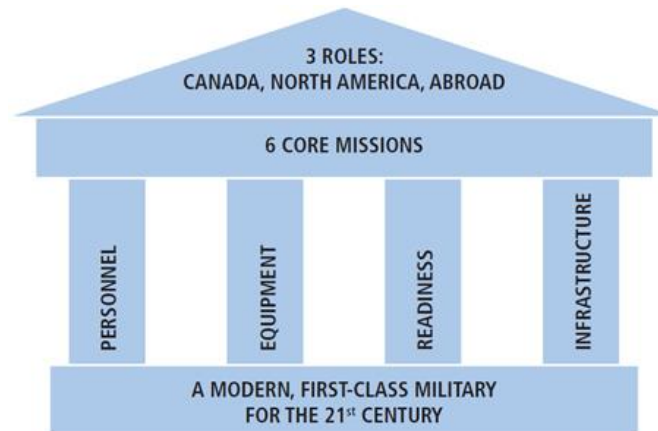


Figure 1- Canada First Defence Strategy Priorities

Source: National Defence, *Canada First Defence Strategy Priorities*, 14.

The CFDS 2008, *The Canada First Defence Strategy – One Year Later*, highlighted that

(...) personnel targets of 70,000 Regular Force (from the 2007-08 strength of about 64,800) and 30,000 Reservists (from a previous ceiling of 26,000) were, in fact, a reduction from the previous targets but not surprising, given the cost and time it will take to effectively increase the size of the Canadian Forces.¹²

Increasing the strength and the size of a large organization such as the CAF requires not only a focus on recruiting but also on the need to effectively train and properly manage the workforce already in place.¹³ It also means, although less discussed and often neglected, that retention strategies be developed to delay attrition. After all, personnel intake requirements are linked to attrition – the more that leave, the more that must be recruited. To reach and maintain the personnel strength authorized by the Canadian government requires that the CAF develop and implement both an effective recruiting strategy and its associated attraction, selection and

¹¹ National Defence, *Canada First Defence Strategy* (Ottawa: Government of Canada, Department of National Defence, 2013), retrieved 15 February 2016, <http://www.forces.gc.ca/en/about/canada-first-defence-strategy.page>, 14.

¹² *Ibid.*, 1.

¹³ *Ibid.*

enrolment practices but also, at the very least, accurately predict, manage and delay attrition as required.

That the authorized strength of the CAF has fluctuated considerably and accurately predicting attrition has proven problematic, it is not surprising that the intake targets require frequent review and adjustment. The *2008-09 Report on Plans and Priorities* indicated that “(...) CF force expansion is currently targeted at 68,000 Regular Force and 26,000 Primary Reserve paid strength personnel (achieved) by fiscal year 2011-2012.”¹⁴ Shortly after, National Defence reported that the strength of the Reg F had increased since the CFDS 2008, going from 65,890 in 2009 to 68,136 in 2010.¹⁵

In 2013, the Conservative government published *The Canada First Defence Strategy* (CFDS) to replace the 2008 version. This strategy renewed the initial commitment to the personnel pillar.¹⁶ The latest CFDS indicated, however, that personnel levels of 70,000 Regular Force and 30,000 Reservists are considered essential to support future CF missions. This strategy also set out a detailed plan on how the government will continue to invest to modernize the Canadian Forces so it can continue to fulfill the country’s defence needs.¹⁷ The strategy was to “(...) enhance the capacity of the Forces through balanced investments across the four pillars that form the foundation of military capabilities.”¹⁸ The strategy also proposed a new long-term funding framework showing a total spending of \$490B over 20 years of which 51% was

¹⁴ National Defence, *Department of National Defence - Report on Plans and Priorities 2008-2009* (Ottawa: Department of National Defence), retrieved 02 February 2016, <https://www.tbs-sct.gc.ca/rpp/2008-2009/inst/dnd/dnd-eng.pdf>, 22.

¹⁵ National Defence and the Canadian Armed Forces, BG 10.008.

¹⁶ “National Defence will: Increase the number of military personnel to 70,000 Regular Forces and 30,000 Reserve Forces; (...).” See: National Defence, *Canada First Defence Strategy*, 4.

¹⁷ National Defence, *Canada First Defence Strategy*, 1.

¹⁸ *Ibid.*, 4.

committed to support the personnel pillar.¹⁹ This represented a slow increase to the defense budget; however, recent analysis of the previous governments financial engagement of the defense budget and the CFDS objectives strongly suggested that “DND doesn’t have enough money to implement the Canada First Defence Strategy (CFDS).”²⁰ The Conference of Defence Associations Institute noted that the “(...) 2014 federal budget marked the fourth time in five years that the Department of National Defence (DND) has been subjected to budget cuts.”²¹ Also, the last departmental spending trend as reported in the *2015-16 Report on Plans and Priorities* indicated that: “Over the period 2012-13 to 2017-18 actual expenditures, forecast spending and planned spending varies from a high of \$20.0 billion in 2012-13 to a low of \$18.7 billion in 2017-18. This is a net decrease of \$1.3 billion.”²² It is clear that expanding the CAF is a national priority and a constant challenge to military personnel management; it is an effort that will require funding and time.²³

In the *Report on Plans and Priorities 2014-15*, the second strategic outcome outlined centered on how Defence has to remain prepared to deliver national defence and services. Specifically, the *Sub-Program 4.1.3: Military Personnel -Recruitment* enables the defence capability element production by providing “an adequate and sustained supply of military

¹⁹ *Ibid.*, 12.

²⁰ David Perry, “Election Issues 2015: A Maclean’s primer on defence spending,” 2 August 2015 *macleans.ca*, retrieved 15 February 2016, <http://www.macleans.ca/politics/ottawa/defence-primer/>.

²¹ David Perry, *The Growing Gap between Defence Ends, and Means: The Disconnect between the Canada First Defence Strategy and the Current Defence Budget* (Ottawa: Conference of Defence Associations Institute, Vimy Paper 19, June 2014), retrieved 15 February 2016, <https://www.cdainstitute.ca/images/PerryBudgetJune2014.pdf>.

²² National Defence and the Canadian Armed Forces, *Department of National Defence: 2015-2016 Report on Plans and Priorities – Section 1- Organizational Expenditure Overview* (Ottawa: Government of Canada, Department of National Defence), last modified 2 April 2015, http://www.forces.gc.ca/en/about-reports-pubs-report-plan-priorities/2015-reports-plans-priorities.page#sec1_6.

²³ *Ibid.*; National Defence, *Department of National Defence - Report on Plans and Priorities 2008-2009*, Section II: Analysis of Program Activities by Strategic Outcome, Military Personnel Management.

personnel.”²⁴ The planning recommendation to support this organizational priority centers on the implementation of the Defence renewal plan:

As part of the Defence Renewal plan, Defence will re-align the Canadian Armed Forces (CAF) recruiting process with a view to ensuring the CAF has the capacity to achieve and sustain its recruiting targets in accordance with the external Regular and Reserve Force strategic intake plan.²⁵

Further, the Commander Military Personnel Command (MPC)²⁶ stated that recruiting is one of five strategic pillars that support operational capability.²⁷ (See Figure 2) The MPC’s priorities include maintaining a responsive and flexible personnel generation system “(...) to ensure the availability of the right person at the right time and at the right place.”²⁸

²⁴ **Program 4.0: Defence Capability Element Production:** “A fundamental focus of the *Defence Capability Elements Production* Program is to provide an adequate and sustained supply of individual military personnel and materiel in the near-term and over long-term time horizons so that they can be integrated to produce force elements within the *Defence Ready Force Element Production* Program.”, **Sub-Sub-Program 4.1.3: Military Personnel – Recruitment:** “The *Military Personnel Recruitment* Program sustains Defence by directly enabling the *Military Personnel Regular Force Portfolio Management* Program and the *Military Personnel Reserve Force Portfolio Management* Program by ensuring that the needs of the military establishment and military occupations are met.” In: National Defence and the Canadian Armed Forces, *Department of National Defence and the Canadian Armed Forces - Report on Plans and Priorities 2014-15*, Section II: Analysis of Programs by Strategic Outcome, last modified 7 March 2014, http://www.forces.gc.ca/en/about-reports-pubs-report-plan-priorities/2014-analysis-programs-strategic-outcome.page#p4_1.

²⁵ *Ibid.*

²⁶ The Commander Military Personnel Command (MPC) was formally referred to as Chief of Military Personnel (CMP).

²⁷ National Defence and the Canadian Armed Forces, *Chief of Military Personnel*, last modified 11 February 2016, <http://www.forces.gc.ca/en/about-org-structure/chief-military-personnel.page>.

²⁸ *Ibid.*; See also: Alan Okros, “Chapter 7 - Becoming an Employer of Choice: Human Resource Challenges Within DND and the CF,” in *The Public Management of Defence in Canada*, ed. Craig Stone (Toronto, ON: Breakout Educational Network, 2009), 2.



Figure 2- Five Strategic Pillars of the CMP

Source: National Defence and the Canadian Armed Forces, *Chief of Military Personnel*.

The CAF Human Resource Management (HRM) framework experienced a number of changes over the last two decades “(...) intended to produce an HR/Personnel System that will support the CF Transformation objectives.”²⁹ In 2002, the Department of National Defense (DND) published the *Military HR Strategy 2020*. Many of the concepts introduced in this publication relate directly to conventional organization models found in the business literature or described in HR textbooks. This publication highlighted important distinctions inherent to the CAF in comparison to HRM practices common to civilian organizations. For example, the CAF HRM system must ensure, without exception, that it is aligned with government direction, while recognizing the acceptance of the unlimited liability of its personnel, adherence to the principle of universality of service and the need to reflect a workforce that represents the fabric of Canadian society in terms of key demographics, specifically, the increased representation of woman, aboriginals, and visible minorities. The Canadian *Employment Equity Act* (EEA)

²⁹ Okros, 1.

outlines this responsibility.³⁰ These additional requirements have generated increased layers of complexity to the military HRM system as well as the development of supporting policies and practices to satisfy these obligations.

Without doubt, recruiting is an essential enabler in the sustainment of long term operational readiness of the CAF.

Challenges in recruitment can be attributed to a number of external factors including record high levels of employment in Canada, continued increases in Canadians' level of education, a below-replacement birth rate, an aging workforce and labour [labor] force growth driven primarily by immigrants.³¹ (...) For example, the retirements from the CF will increase while the proportion of Canadians between the ages of 16 and 30 – the traditional pool of potential recruits for the CF – decreases.³²

The initial actions identified in the *Military HR Strategy 2020* were intended to correct critical shortages of personnel generated by the FRP while taking into consideration the constraints of the predicted Canadian demographic situation. The resulting Strategic HR Action Plan for Recruitment included:

- Improved advertising and attraction by "branding" the CF as an "employer of choice" and targeted attraction to critically short occupations (...)
- Improved efficiency of recruiting procedures and improved basic training that reduces training losses; and
- Focus on efforts to attract a more diverse applicant pool.³³

In 2006, in response to numerous complaints, the DND/CF Ombudsman published a special report on the CF Recruiting System and made 18 recommendations to improve the quality of the service that covered the complete spectrum of recruiting activities to include the attraction,

³⁰ Minister of Justice, S.C. 1995, c. 44, *Employment Equity Act* (Ottawa: Minister of Justice), last amended on 1 November 2014 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/E-5.401.pdf>.

³¹ National Defence, *Department of National Defence - Report on Plans and Priorities 2008-2009*, 42.

³² *Ibid*, 31.

³³ Department of National Defence, *Military HR Strategy 2020: Facing the People Challenges of the Future* (Ottawa: Canada Communications Group, 2002), 22.

processing, selection and the enrolment of applicants. In summary, and critical to this thesis, the Ombudsman's report concluded that:

(...) Recruiting Centres must become 'client focused' organizations. To do this, the recruiting system must aggressively develop, implement, communicate and monitor service standards. If the quality of service provided to applicant is not improved, the Canadian Forces will continue to fail to attract the services of some of the most skilled Canadians.³⁴

Key to this conclusion (i.e., the mention of service standards), although a recurring theme of discussion within CFRG, lacked clear definition in terms of a meaningful and acceptable standard of recruiting service to be applied. The recommendations were also consistent with those found in the business HR domain. For example, to increase the applicant pool without compromising on the quality of applicants and eventually new hires, research has shown that "(...) successful recruitment strategy depends on three elements: Smarter Employer Branding, Candidate Driven Experience and an Effective and Efficient Recruiting Process."³⁵ Two years after the release of the report, the Ombudsman stressed the importance of assessing the performance of the recruiting effort and it was suggested that processing time should also be an element to consider.

"Meeting the established recruiting targets cannot and must not be the only benchmark of success for the Canadian Forces," stated Mr. Côté. He added, "It is clear from our investigation that the Canadian Forces must improve the quality and timeliness of the service provided to applicants to ensure that it does not routinely lose the services of talented Canadians interested in a military career."³⁶

These recommendations were accepted and subsequently reflected in the *2008-2009 Report on Plans and Priorities*. With respect to *Military Personnel Management* and specifically on

³⁴ Ombudsman National Defence and Canadian Forces, 4.

³⁵ CEB Recruiting Leadership Council and SHL Talent Measurement Global Assessment Trends, *The HR Guide to Smarter Volume Recruitment* (VolumeEbook- 042015 USeng, 2014), retrieved 15 January 2016, <https://www.cebglobal.com/shl/us/volume-recruitment/ebook/>, 3.

³⁶ Ombudsman National Defence and Canadian Forces, *ARCHIVED - Military Ombudsman Seeks Input on the Canadian Forces Recruiting System*, 10 October 2007 Statement, last modified 30 August 2013, <http://www.ombudsman.forces.gc.ca/en/ombudsman-news-events-media-letters/seeking-input-recruiting-system.page>.

Recruitment, it was stated that recruiting efforts should place greater emphasis to connect with “(...) Canadians to attract recruits across all geographic and ethnic communities.”³⁷ In response to this recommendation, CFRG adopted an aggressive Diversity Outreach Campaign to increase added awareness within the Canadian public of CAF education, training, employment, and career opportunities.³⁸ With respect to the strategic objective of improving the efficiency of recruiting procedures (HR Strategy 2020), monitoring the recruiting service standard (DND/CF Ombudsman CF Recruiting System special report) and assessing the performance of the recruiting effort (DND/CF Ombudsman 2008); it appears that the yardstick or performance criterion referred to largely focused on terms of shortening the time to process applicants. Indeed, the CDS of the time General Natynczyk directed that “70% of applicants be enrolled within 30 days.”³⁹

What remains difficult is the choice of criteria that will provide the best measures of performance. “Although clearly related, an emphasis on efficiency normally results in decisions to minimize costs while a focus on effectiveness results in a focus on maximizing the outputs or outcomes achieved.”⁴⁰ Depending on the intent or the purpose of the recruiting effort, it appears that the government’s expectation was to bolster efficiency and improve effectiveness in terms of reduced processing timelines. Clearly, decreasing the time to process applicants became the driving force. While decreasing applicant processing time was a desirable and welcome applicant and organizational outcome, it speaks little to the quality of recruiting services. In order to address the quality of recruiting services as recommended by the CAF/DND Ombudsman report of 2006 while continuing to modernize the recruiting system, a viable

³⁷ National Defence, *Department of National Defence - Report on Plans and Priorities 2008-2009*, 41.

³⁸ *Ibid.*, 42.

³⁹ *Ibid.*, 43.

⁴⁰ Okros, 9.

solution could be to adopt an established standard of service delivery already used in the civilian sector.

1.1. Purpose of the Study

This paper will examine the application of HRM in a military context, specifically the practical application of an internationally recognized standard as a way to enhance the performance and effectiveness of the CAF recruiting process. Although HMR has been described a leadership function,⁴¹ it can take on different meaning when considered in the military context. At the strategic level, the Military HR governance is supported by various ministerial committees. Their mandate is to ensure that “(...) the governance function aligns HR strategy with Defence strategy as an integral part of the CF governance process established by the Chief of Defence Staff (CDS).”⁴² The *Military HR Strategy 2020* depicted the Personnel Cycle and identified Recruitment and Selection as one of its “(...) major HR activities involved in the process of meeting CF personnel requirement.”⁴³ At the operational level, the Canadian Forces Recruiting Group’s (CFRG) responsibilities are twofold:

- to support the operational capability of the Canadian Forces by recruiting (attracting, processing, selecting and enrolling) Canadian citizens to join the Regular Force; and
- to process the requests of Canadian citizens who wish to join the Primary Reserve or the Cadet Instructors Cadre.⁴⁴

Through Defence Renewal efforts⁴⁵ that aim to “(...) transform the major business processes of the Department of National Defence and Canadian Armed Forces”⁴⁶, CFRG, like

⁴¹ Victor Catano, *et al.*, *A Framework for Effective Human Resource Management in the Canadian Forces* (Ottawa: HDP Report for the Department of National Defence, December 2000), 14.

⁴² Department of National Defence, *Military HR Strategy 2020: Facing the People Challenges of the Future*, 7.

⁴³ *Ibid.*, 8.

⁴⁴ National Defence and the Canadian Armed Forces, CFRG/GRFC BG-2007.03, *ARCHIVED – Canadian Forces Recruiting Group (CFRG)* (Ottawa: Government of Canada, Backgrounder / 9 May 2007), last modified 7 November 2013, <http://www.forces.gc.ca/en/news/article.page?doc=canadian-forces-recruiting-group-cfrg/hnps1twz>.

other CAF organizations, had to find ways to achieve more with less. CFRG was reduced considerably (i.e., in personnel, infrastructure and funding) as a result of Strategic Review (SR), the Deficit Reduction Action Plan (DRAP) and the Primary Reserve Employment Capacity Study (PRECS). In total, CFRG lost approximately 181 personnel and closed 12 recruiting detachments. In doing so, it was determined that CFRG could maintain a steady state Regular Force intake of 3600 and a similar intake for the Reserves.⁴⁷ As a result, and in the face of unpredicted increases to the regular and reserve force intake without additional resources being provided, CFRG was forced to initiate an ambitious defence renewal effort (DRT 5.4), coined *CFRG 2016*, to maximize efficiencies and increase applicant production capacity. To achieve this, the CFRG is continuously advancing efforts to modernize its processes to maximize capacity through the streamlining and central management of key processes.⁴⁸ The *CAF Recruiting Strategic Guidance* clearly aligned its four strategic objectives with DND/CAF objectives. In order to “(...) minimize inefficiency, streamline business processes and maximize the operational results (...)”⁴⁹, CFRG will “(...) develop and improve the recruiting system to ensure it remains effective, relevant, responsive and practical.”⁵⁰ The associated guiding principle to transform and support the execution of the recruiting operations is to continue to refine and develop an effective and efficient recruiting system.⁵¹

⁴⁵ National Defence and the Canadian Armed Forces, *Defence Renewal Overview*, last modified 11 March 2016, <http://www.forces.gc.ca/en/about/defence-renewal.page>.

⁴⁶ National Defence and the Canadian Armed Forces, *Defence Renewal Plan Summary*, last modified 7 October 2013, <http://www.forces.gc.ca/en/about/defence-renewal-plan.page>.

⁴⁷ Brigadier-General J.P.L. Meloche, *CFRG Business Plan FY 2014-2015* (National Defence: Canadian Forces Recruiting Group Headquarters, Borden, 28 August 2013), 5/11.

⁴⁸ Canadian Forces Recruiting Group (CFRG), *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting* (Ottawa: Department of National Defence, 2013), 17.

⁴⁹ National Defence and the Canadian Armed Forces, *Defence Renewal Overview*.

⁵⁰ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 22.

⁵¹ *Ibid.*, 21.

Recent trends in Business HR recommend to link recruitment to the organizational strategy.⁵² It appears that the CAF has demonstrated a concerted effort to do so and messaging from the strategic to the operational level is aligned. Recruiting performance indicators that have been targeted, however, primarily focus on the output of the recruiting effort (i.e., number of enrolments) and for the most part, are not designed to measure the efficiency and effectiveness of the recruiting system. The criterion often used to evaluate the success of any transformation effort is economic performance.⁵³ In the case of the CAF recruiting system, the performance indicator of primary and at times singular importance at the strategic level is whether or not the Strategic Intake Requirement (i.e., the SIP) was met. More recently, increased emphasis has been placed on the attraction and enrolment of woman. In order to implement a Quality Management System that is sufficiently robust to provide consistent measures of efficiency requires the development of uniform and standardized recruiting operations that will provide a foundation to address how the process could perform better.

This paper will look at how the standardization of recruiting processes could contribute to CFRGs efforts to modernize, streamline and ensure maximum return on CFRGs attraction and processing resources. With this in mind, the first purpose of this research is to report on the progress achieved to standardize the CAF Recruiting process. The second and primary purpose of this research is to introduce and explore the advantage that could be achieved through International Organization for Standardization (ISO) recognition - with a focus on the *ISO 10667-2 Assessment Service Delivery - Procedures and Methods to Assess People in Work and*

⁵² Victor Catano, *et al.*, *Recruitment and Selection in Canada, Recruitment and Selection in Canada* (Cengage Learning, 2009), 514.

⁵³ *Ibid.*

Organizational Settings Requirements for Service Providers framework.⁵⁴ Finally a comparison of the current state of CFRGs standardization efforts will be evaluated against the requirements needed to obtain ISO 10667-2 certification.

1.2. Assumptions and Limitations

For the purpose of this paper, which focuses on military recruiting practices, it is important to recognize that the CAF Recruiting process includes two distinct HRM functions: recruitment and selection. These terms are defined by Catano *et al.* (2009) as follows:

Recruitment is the generation of an applicant pool for a position or job in order to provide the required number of candidates for a subsequent selection or promotion program. This is done to meet management goals and objectives for the organization as well as current legal requirements (...). (...) *Selection* is the choice of candidates from the previously generated applicant pool in a way that will meet management goals and objectives as well as current legal requirements.⁵⁵

To align terminology within this context, the *Selection* of candidates, as defined by Catano, is included in the CAF Recruitment Process; therefore, it is assumed that the term ‘Recruiting’ will encompass the HR functions of *Recruitment* and *Selection*. Another point of clarification is the fact that the CAF Recruiting process starts with the attraction of candidates and concludes with the enrollment of new members into the profession of arms; however, the section of the process for which the *ISO 10667-2 Assessment Service Delivery - Procedures and Methods to Assess People* is applicable, does not include the full scope of the CAF Recruiting Attraction phase. Some information on the procedures and methods to assess candidates interested in joining the CAF are introduced during the attraction phase (i.e., the agreement and the pre-assessment

⁵⁴ International Organization for Standardization, ISO 10667-2:2011 (E), *Assessment Service Delivery -- Procedures and Methods to Assess People in Work and Organizational Settings -- Part 2: Requirements for Service Providers*.

⁵⁵ Victor Catano, *et al.*, *Recruitment and Selection in Canada* (Toronto: International Thomson Publishing Nelson, 1997), 3-4.

procedures contained within ISO documentation),⁵⁶ and later presented in detail as prospects are formally processed and assessed as applicants.⁵⁷ Thus, the proposal to use ISO 10667-2 as an instrument to improve the quality of the CAF Recruiting Process is limited to the processing that occurs from the moment an applicant signs the Employment Application Form to his/her enrolment.

The CAF Recruiting process, as part of the CF Personnel Selection System (CFPSS), is based on research and best practices anchored in the field of Industrial and Organizational Psychology; that the quality of the selection system and the fairness of the selection process(s) are closely monitored and decisions are made on researched based evidence.⁵⁸ In the *Report of the Auditor General of Canada 2006 - Military Recruiting and Retention*, it was recommended that the validity of the selection tools used to predict candidate suitability be reviewed.⁵⁹ Subsequently, the validation process was endorsed by National Defence.⁶⁰ Therefore, it is assumed that the measures for selection in the CAF Recruiting Process are valid but will continue to be scrutinized and reviewed as required.

⁵⁶ ISO 10667-2:2011 (E), Para 0.6 Organization of ISO 10667, 3 Agreement procedure and 4 Pre-assessment procedures.

⁵⁷ In the context of CAF Recruiting, a prospect is defined as :“(…) an individual who has submitted an application for enrolment (…);” an applicant “(…) is an individual who has completed the Canadian Forces Aptitude Test (CFAT);” and a member, “(…) is an individual who has accepted a job offer and having completed the required enrolment documentation, has taken the “Oath of Allegiance” or “Solemn Affirmation” of service thereby voluntarily accepting enrolment into the Canadian forces.” See: Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook* (Borden: CFRG, 2011), Chapter 4, Section 1- General, 4.1.0 General – Applicant versus Prospect Defined.

⁵⁸ National Defence and the Canadian Armed Forces, *DOAD 5002.0 Military Personnel Requirements and Production*, last modified 3 November 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5002-0.page>; and *DOAD 5002-5 Canadian Forces Personnel Selection*, last modified 13 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5002-5.page>, Para 3.2.

⁵⁹ “National Defence should continue its works to ensure that its personnel assessment instruments and selections decisions are based on recognized technical and professional standards and are valid predictors of candidate suitability.” In: Office of the Auditor General of Canada, *2006 May Status Report of the Auditor General of Canada - Chapter 2—National Defence—Military Recruiting and Retention*, last modified 16 May 2006, <http://www.oag-bvg.gc.ca/internet/docs/20060502ce.pdf>, 71.

⁶⁰ *Ibid.*

It is also recognized that all selection processes come with associated costs and benefits. The CAF Recruiting system has some limitations (i.e., legal, administrative, funding) and proven advantages (i.e., solid prediction of training success, legal defensibility), that cannot be dismissed. This refers to the notion of utility.⁶¹ It is therefore assumed that the criterion for acceptable recruiting practices for the CAF will be within the parameters established by the Minister of National Defence (MDN)'s rules and regulations. That said, it is implied that recruiting practices are rigorously reviewed to ensure consistency of application and similarity with proven practices in the civilian sector.

Since CFRG is responsible for the attraction, processing, assessment of all Reg F prospects/applicants and to enroll them in accordance with the policies and regulations governed by the DND/CAF, it is assumed that the service provider for the CAF Recruiting processing is a member of the profession of arms (or in some cases a DND employee), as such their professional conduct will reflect at all time the ethos as described in the CF doctrine manual *Duty with Honour: The Profession of Arms in Canada*.⁶² It is also assumed that:

- a) adequate training has been provided to ensure that recruiting personnel have sufficient knowledge of assessment methods used in the CAF Recruiting process;
- b) they have demonstrated the competence to conduct assessments on personnel (through specific training courses, evaluation during on-job-training (OJT) and routine higher headquarter (HQ) verifications) and have been granted the qualification relevant to their duty; and,

⁶¹ “As a scientific process, any personnel selection system must be able to withstand attempts to cast doubt on its value; utility analysis provides a means of examining the net benefits that accrue to an organization from selecting people with scientific procedures.” In: Catano, *et al.* (1997), 117.

⁶² Department of National Defence, A-PA-005-000/AP-001 2003, *Duty with Honour: the Profession of Arms in Canada* (Ottawa: DND Canada, 1995).

c) they maintain their certification to perform assigned duties.

All recruiting personnel responsible to assess candidates⁶³ must operate within the policy and standards framework administered through various CFRG technical channels (e.g., the Recruit Personnel Selection Officer for the conduct of applicant testing and assessment). It is the responsibility of CFRG to ensure compliance with recruiting standards as it pertains to applicant processing activities.⁶⁴ Of note and for the purpose of this study, the term ‘client’ will be defined as per the ISO 10667-2: “**client** – individual or organization who arranges with a service provider to deliver the assessment and related components of the assessment service provision.”⁶⁵ In the case where procedures and methods to assess prospects/applicants are contracted to an external organization, it is implied that an agreement would be formalized in the form of a Memorandum of Understanding (MOU) that provides detailed specifications on the terms and conditions required as per the *ISO 10667-1 Requirements for the Client*.⁶⁶ These assumptions are a pre-requisite to apply for ISO 10667 certification and would have to be maintained in order for CFRG to continue to fulfill the *ISO 10667-2 Requirements for Service Providers* in the future.⁶⁷

⁶³ ISO 10667-2:2011 (E), see Para 2.3 and 2.5 for definitions of Assessor and Assessment administrator.

⁶⁴ Canadian Army and Military Personnel Command, *Service Level Agreement Between the Canadian Army and Military Personnel Command Concerning Canadian Army Primary Reserve Recruiting*, Version 19 Dec 2015 Final (To be signed), 8 para 12-13.; See also: National Defence and the Canadian Armed Forces, *DOAD 5002.0 Military Personnel Requirements and Production*, Para. 5. Authorities.

⁶⁵ ISO 10667-2:2011 (E), Para 2.6. The ISO 10667-2 provides additional definitions that are relevant to this paper:

⁶⁶ International Organization for Standardization, ISO 10667-1:2011 (E), *Assessment Service Delivery -- Procedures and Methods to Assess People in Work and Organizational Settings -- Part 1: Requirements for the Client*.

⁶⁷ ISO 10667-2:2011 (E), Para 0.3 Intended users of ISO 10667. The ISO 10667-2 provides additional definitions that are relevant to this paper. See ISO 10667-2:2011 (E), Section 2 Terms and Definitions.

Finally, the prospects/applicants/members are not the clients of the CAF Recruiting Process as per the business nomenclature would suggest; in the context of ISO processing, they are referred to as ‘Assessment participants’.⁶⁸

1.3 Conclusion

While government priorities and emphasis will continue to shift, it is probably safe to assume that the size of the CAF will continue to be debated and adjusted to align with changing defence priorities. That the size of the Forces in the future will probably, as it has in the past, also experience periods of growth and decline, it can also be assumed that the recruiting system footprint (i.e., the number of Detachments, funding, and personnel) will also change in response to adjustments to the Strategic Intake Plan (SIP). That said, CFRG, like other CAF organizations and based on lessons learned and historical realities, fully expects to be asked to achieve more with less.

The influence of Canadian society through such platforms as the EEA has resulted in increased pressure, and rightly so, to ensure that all recruiting practices comply with this legislation. In addition, the size of the CFRG footprint coupled with the need to refine recruiting practices through DRT 5.4 (*CFRG 2016*)⁶⁹ renewed interest in the need to standardize recruiting practices to ensure both a standard of service delivery as well as ensure that all applicants are treated and assessed in the same manner.

The next chapters of this thesis will:

- introduce the military recruiting context;

⁶⁸ “**Assessment participant** – individual being assessed, whether for himself/herself or for an organization, either individually or as part of a group.” See: ISO 10667-2:2011 (E), para 2.4.

⁶⁹ DRT 5.4 was initiated in recognition that the intake would increase significantly but that CFRG was unlikely to secure additional resources to achieve the intent.

- describe standardization processes and the procedures and methods to assess people;
- provide an overview of the CAF Recruiting Process;
- examine the requirements for the CAF Recruiting to obtain ISO 10667-2 certification;
and,
- conclude with recommendations for future consideration.

2. THE MILITARY RECRUITING CONTEXT

As indicated by Hon. Shawn Murphy (2006), the “(...) recruitment process begins with efforts to attract new members, usually through advertising, while a second phase consists of evaluating applicants to determine their suitability for membership in the Canadian Armed Forces.”⁷⁰ Recruitment, as defined by Catano *et al.* (1997 and 2009), largely refers to the attraction phase of the CAF Recruiting process but these authors also stress the importance of the internal and external factors influencing organizations including those that impact the HR Planning framework as it pertains to recruiting.⁷¹ Similarly, in business, the HR Planning Process also emphasizes some key functions of recruitment – “(...) identifying, contacting and attracting the talent pool”⁷² – but also recognizes that this phase of the recruiting process contains a dynamic exchange between both job seekers and the organization. While the CAF does and should continue to extract lessons learned and best practices from business, it can’t be ignored that there are some differences unique to military recruiting not necessarily experienced in the civilian sector. As an example, in the military context the clarification of values, goals and operational environment⁷³ is dictated by the government and has to be aligned with the Canadian society.

This chapter has two sections. In the first, the broader context of how external and internal factors impact on the ability of CFRG to achieve its recruiting mission of generating new members will be discussed; to better express and appreciate the influence of stakeholders of and express the influence of the various stakeholder links on the CAF Recruiting process (i.e.,

⁷⁰ Shawn Murphy, *Report of the Standing Committee on Public Accounts - Chapter 2, National Defence – Military Recruiting and Retention of the May 2006 Report of the Auditor General Of Canada* (Ottawa: House of Commons Canada, Communication Canada - Publishing, 2006), 3.

⁷¹ Catano, *et al.* (1997), 225.

⁷² *Ibid.*, Figure 6.1 Recruitment as Part of the HR Planning Process, 225.

⁷³ *Ibid.*

attraction, processing, selection, and enrollment activities) in order to bring a “(...) sufficient number of applicants from which to draw suitable candidates.”⁷⁴ In the second section, a synopsis of CAF recruiting standardization efforts over the last few decades is presented.

2.1. Introduction - Factors that Impact Recruiting Operations

Being a large organization, the CAF must continually enrol sufficient numbers of applicants to maintain its operational commitments. There can be no pause – recruiting must continue. Volume alone, however, is not sufficient; the CAF must compete for its fair share of the best available talent⁷⁵ (i.e., the CAF needs quality applicants that will be able to successfully complete their initial training and eventually perform demanding duties associated with their occupational source. The *2006 Report of the Auditor General of Canada* pointed out that National Defence was taking action to follow-up on the attraction recommendations by developing a “(...) comprehensive National Recruiting Campaign, supported by a National Recruiting Attraction Plan, new advertisements, and appropriate funding (...).”⁷⁶ Social media is recognized as a powerful marketing tool that can help to promote organizational, smart Employer Branding, and Marketing campaigns, and should be included in the attraction component of all volume recruitment.⁷⁷ Following the *Recruiting and Retention Audit* of 2006, added interest centered on the need for and importance of the attraction component of the recruiting system:

Rear-Admiral Pile informed the Committee that the Department has recently increased its advertising budget from \$5 million to \$15.6 million in order to

⁷⁴ Office of the Auditor General of Canada, 71.

⁷⁵ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 5.

⁷⁶ Office of the Auditor General of Canada, 71.

⁷⁷ CEB, 7.; “In the case of CAF Recruitment, creating brand awareness incorporates an exercise of establishing a positive image of the CAF that clearly links to the brand: FORCES.CA. Recruitment takes advantages of the corporate brand and actively appeals to the specific business of recruitment through differentiating the CAF from other competitive job opportunities in the market. Thus the maintenance of the brand is critical to a successful recruitment campaign.” In Canadian Forces Recruiting Group (CFRG), *Canadian Armed Forces Recruiting Doctrine* (Ottawa: Department of National Defence, 2013), 33.

attract more applicants. Nevertheless, he had to admit that the Department does not have “scientific performance measurements that show the return on investment for advertising dollars spent.” (20:1530) Indeed, the Auditor General did not find a link between a 2001-02 drop in advertising expenditures and a decline in applications to join the military and evidence shows that applications continued to increase in the face of reductions. In order to justify a three-fold increase in advertising expenditures and to ensure that these expenditures achieve desired goals, the Department should know more about the impact of advertising on its recruitment activities.

Since CAF Recruiting Campaigns are funded by the public, the recommendation to closely monitor the return on investment in attraction should not be a surprise. What is often omitted in such discussions are the other external factors such as the economic situation and the political climate that can impact on recruiting operations. As a result, external factors such as the demographic composition of the labour market, the economic and political climate and the values of the society may influence future employees’ “(...) perception of jobs and organizations, as well as their willingness to work in either.”⁷⁸ As a federal institution, the CAF recruiting attraction efforts are largely influenced by the government in place.⁷⁹ The Recruiting Operating Space (ROS) presented in the *CAF Recruiting Doctrine* includes the political factor as one the external encompassing factors that largely shape and conduct recruiting operations.⁸⁰

The recruiting of military personnel generates considerable public attention and some of the performance measures presented in the media, taken in isolation, can lead to misinformation about the efficiency of the recruiting process.⁸¹ For example, the number of Recruiting Centres reported to exist across Canada, the number of days to process an applicant for enrolment and recruiting targets. Errors in reporting who is responsible for what recruiting processes and even

⁷⁸ Catano, *et al.* (1997), 226.

⁷⁹ Bruce Cheadle, “Federal government commits \$11 million more to advertising, bringing total to \$65 million this fiscal year”, *National Post*, The Canadian Press | 20 February 2015.

⁸⁰ CFRG, *Canadian Armed Forces Recruiting Doctrine*, 9.

⁸¹ Christie Blatchford, “The government doesn't answer questions about its military recruiting mess”, *National Post*, Full Comment | 18 April 2014.

the personnel strength of CFRG are reported as negative benchmarks.⁸² Without a systemic view of the CAF Recruiting system as a whole, it is easy to generalize and make erroneous assumptions and misinformed conclusions. Public opinion, however, can have a detrimental impact on the recruiting effort; negative messages about the military could hinder the image of the CAF and making it less appealing for potential candidates to pursue a career in uniform. For example, will the recent release of the Military Sexual Misconduct Report have a negative impact on the enrolment of woman? The challenge resides in the fact that the CAF Recruiting system has to rely on “(...) plans and activities with internal and external stakeholders.”⁸³ After all, another CAF strategic objective is to generate an applicant pool that ultimately reflects the demographic profile of Canadian society. From the observations reported by the Auditor General (2006) and subsequently the recommendation to “(...) produce a policy to attract diverse members from specifically identified groups”⁸⁴, the attraction phase of the CAF has evolved and is now more than ever focusing on diversity recruiting and consistently displaying the different faces of military life.⁸⁵ More recently, the *2014-2015 Report on Strategic Outcome* indicated that:

Marketing and recruiting efforts were heavily invested towards bringing the best possible candidates to the CAF, in the right occupation at the right time. DND

⁸² Christie Blatchford, “This Canadian Forces recruiting document is a glimpse into beating black heart of a modern bureaucracy”, *National Post*, Full Comment | 26 June 2015.; Christie Blatchford, “Canadian military's woefully inept recruiting system blasted in stinging report”, *National Post*, Full Comment | 18 March 2014.; Lee Berthiaume, “Canadian military losing soldiers at increasing rate as headcount drops to level not seen in years”, *National Post*, Postmedia News | 27 January 2016.; Lee Berthiaume, “Kenney urged to stop military from cutting recruitment targets for women, visible minorities and aboriginals”, *National Post*, Postmedia News | 9 June 2015.; Lee Berthiaume, “Early retirements and weak recruitment has the Canadian military facing a shortfall of personnel”, *National Post*, Postmedia News | 16 December 2014.; Christie Blatchford, “Part-time soldiers are the first to face cuts, but the role is often life-changing for Canadians”, *National Post*, Full Comment | 10 September 2015.; Matt Gurney, “Quotas have no place in our military”, *National Post*, Full Comment | 21 May 2014.; Lee Berthiaume, “Military retreating on diversity targets after failing to meet recruiting goals for minorities, women”, *National Post*, Full Comment | 19 May 2014.

⁸³ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 22.

⁸⁴ Murphy, 4.

⁸⁵ National Defence and the Canadian Armed Forces, *FORCES.CA – Canadian Armed Forces Jobs Home*, retrieved 02 April 2016, <http://www.forces.ca/en/home>.

and the CAF delivered three successful recruitment advertising campaigns to help meet the enrolment objectives of the Regular and Reserve Forces. The campaigns, which focused on priority occupations, women, and the readiness of the CAF to deliver excellence in operations, enabled DND and the CAF to reach millions of potential candidates through various means.⁸⁶

Despite limited control over media messaging, it is imperative that the CAF conduct an effective public affairs, marketing and advertising campaigns.⁸⁷ Attracting the right people for the right job for full-time employment is the responsibility of CFRG; in fact, the attraction component is largely conducted by recruiters during recruiting events or by appearing in person at the Recruiting Detachments. Personnel working as recruiters at the Canadian Forces Recruiting Centres/Detachments (CFRC/Dets) come from various backgrounds (some are Regular Force members, others are from the Reserves, almost the complete range of occupations are represented, while some have extensive – others with little or no operational experience). The key to successful attraction activities, given these diverse backgrounds, is to ensure that recruiting staff be properly screened for and trained to perform recruiting duties (i.e., that they adhere to and can deliver a high standard of service delivery). One of the recruiting recommendations pointed out by the Auditor General of Canada was that “National Defence should ensure that its recruiters have the necessary knowledge and skills needed to recruit and select suitable candidates.”⁸⁸ As previously noted, it is assumed that the quality of the recruiting staff will continue and that they will receive high quality training and be monitored to ensure that they comply with existing regulations and policies.

⁸⁶ National Defence and the Canadian Armed Forces, *Department of National Defence and the Canadian Armed Forces - Report on Plans and Priorities 2014-15*, Sub-Sub-Program 4.1.3: Military Personnel – Recruitment.

⁸⁷ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 14. Notice that the marketing, the campaign plan and the advertisements of the CAF is managed by CFRG and has to follow numerous regulations (i.e. conformity with Official Language Act). As such, advertisement has to be controlled and regarded at the National level; some restrictions are put in place on advertising and recruiting activities during Federal election campaigns.

⁸⁸ Office of the Auditor General of Canada, 72.

Providing accurate and realistic job previews and engaging Canadian citizens through local recruiting activities have long been part of the Recruiting Plan.⁸⁹ Although this approach has been successful, research has shown that “(...) 61% [of candidates] are skeptical of what employers say about themselves”⁹⁰ and “80% of applicants’ decision to apply is informed by sources outside of the organization which don’t filter negative or inaccurate information.”⁹¹ Some argue that recruiters are the brand, others take a more global approach that encompasses the total experience; however, “you can’t rely on your consumer brand name or reputation alone to attract (...).”⁹² The brand might be enough to get them interested, you still need to convey the right message: instead of *Branding for Appeal*, the organization should *Brand for Influence* by providing a “(...) more targeted approach and giving trusted guidance to the right candidates (...).”⁹³ It was reported the Hon. S. Murphy that “(...) about 28 percent of applicants do not complete the process because they have voluntarily withdrawn their applications or because recruiters have lost contact with them.”⁹⁴ Of course, once prospects have shown an interest in joining your organization, it is important that they have a positive experience. In the absence of a positive experience, they may leave. Each instance that recruiters and CAF members interact with the public can be considered as a recruiting effort and represents an opportunity to foster goodwill toward the organization. Providing a positive recruiting customer experience means: “Friendly, professional service, including accurate responses to clients’ questions, and prompt,

⁸⁹ National Defence and the Canadian Armed Forces, CFRG/GRFC BG-2007.02, *ARCHIVED - Joining the Canadian Forces: The Recruiting Process* (Ottawa: Government of Canada, Background / 8 February 2007), last modified 7 November 2013, <http://www.forces.gc.ca/en/news/article.page?doc=joining-the-canadian-forces-the-recruiting-process/hnps1u03>.; See also: Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Chapter 2 – Section 1 – Attraction. The Recruiting Directives pertaining to the Attraction Campaigns are dated as early as 2005.

⁹⁰ CEB, 9.

⁹¹ *Ibid.*

⁹² CEB, 8.

⁹³ *Ibid.*, 10.

⁹⁴ Murphy, 3.

honest follow-up to clients' concerns, is the CFRG standard.”⁹⁵ Since the publication of the *Recruiting Directive (RD) 03/06- High Quality Client Service (2006)*, CFRG has implemented the *Principles of Customer Service* and *Client Service Standards* with the intent to ensure that the attraction phase is managed and delivered with professionalism, courtesy, accuracy and honesty. Optimally, candidates and visitors to a CFRC/Dets should leave the recruiting experience with a positive impression.⁹⁶

Delays in the recruiting process or the manner in which the CAF recruiting process is delivered represent hurdles that might serve to discourage applicants. It must be cautioned, however, that although recruiters have responsibilities that must be met, the applicant also plays a key role in the process. While CFRG is tasked to determine the suitability of the applicant to serve in the CAF, applicants are also trying to decide whether the organization is appropriate to their needs (i.e., they are also selecting the CAF). Candidates are also using the recruiting process to decide if this organization is going to provide a fulfilling workplace environment.

Job applicants are not passive organisms. During the recruitment and selection process, they form opinions about the organization (...). In the long run, self-selecting out may be in the best interest of both the applicant and the organization, if that decision is based on accurate information and realistic perception of the job and the organization.⁹⁷

Without doubt, the initial phase of the CAF Recruiting process is having an influence on the outcomes of the recruitment effort. With regard to what is expected in order to meet the requirements established by ISO 10667-2, the Attraction phase does not have a component of service delivery meant to assess people. This phase is intended to mainly provide accurate

⁹⁵ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Section 2.1.5 High Quality Client Service, 34.

⁹⁶ *Ibid.*

⁹⁷ Catano *et al.* (1997), 224.

information about the organization, the jobs available, and the eligibility requirements for both the CAF and the occupations of interest to the prospects.

The recruiting phases that will be explained in further detail consist of: the assessment of the applicants to determine their eligibility and suitability, the selection (in comparison with other applicants) and finally the enrolment process. These remaining phases are consistent with the functions of *ISO 10667-2 Requirement for Service Providers* which relates to the procedures and methods used to assess people in work and organizational settings.

2.2. CAF Recruiting Process Standardization Background

The importance of standardizing recruiting processes and applicant assessment has accelerated considerably over the last decade. This can be attributed, in part, to an increased appreciation of the EEA and the *Canadian Human Rights Act* (CHRA) within the CAF.⁹⁸ This movement was also influenced by an increased understanding of the value of fairness and the principle of merit in human resource applications (i.e., selection, career opportunities, promotions, etc.) as well the increased willingness of applicants to challenge recruiting practices as to why they were not selected. In addition, CFRG is staffed with personnel with diverse backgrounds and levels of experience (i.e., Airforce, Army, Navy, Reserve and Regular Forces and close to the full spectrum of Military Occupational Structure Identifications (MOSID) are represented). The above realities and until recently, a relative lack of supporting publications/documents or a solid doctrinal foundation allowed for the development of a myriad of detachment specific standards and processes. Detachment personnel were forced, in the

⁹⁸ Minister of Justice, S.C. 1995, c. 44, *Employment Equity Act* (Ottawa: Minister of Justice).; Minister of Justice, R.S.C. 1985, c. H-6, *Canadian Human Rights Act* (Ottawa: Minister of Justice), last amended on 1 November 2014 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/H-6.pdf>.

absence of established doctrine and standards, to develop their own. A good quality system with a robust doctrinal foundation tends to mitigate against such tendencies.

In terms of the CAF recruiting context, however, standardization was often cited as important but not necessarily applied in practice. This is not to suggest that standardization was ignored, rather the circumstances in which recruiting operated, permitted differential practices. For example, in years past, each recruiting detachment was provided with a quota to fill; thus, applicants within their region were not in competition with applicants from other regions. Under this scenario, as long as recruiting practices and assessments were consistent at the detachment level, it could be argued that fairness in processing and selection was being applied. It was also argued by detachments that they were unique (i.e., in their geography, the type of clients they served, and the resources they had to process applicants) and as such, they required the flexibility to develop their own practices to meet their needs. Over time, this argument has lost support. Resource availability may limit how quickly a process can be completed, not how the process is conducted.

In fact, up to 1999, CFRG was comprised of a central headquarters (HQ) located in Borden Ontario and four regional HQs responsible for the recruiting detachments within their region. Arguably, each regional HQ was responsible for the activities within their region including ensuring the standardization of recruiting processes. A Personnel Selection Officer (PSel) at the rank of Major within each region (West, Central, Quebec, East, and CFRG HQ) was responsible to ensure the standardization of processes and assessments. At that time, however, little written guidance or documentation existed to sufficiently define this function. This guidance was limited to a *Recruiters Handbook* (RHB) and a handful of *Recruiting Directives*

(RDs). These publications were narrow in scope and while they described recruiting programs and provided the *what* needs to be done, they lacked the *how* to do things. The result, detachments were forced to institute their own processes or the *how*. Again, since detachment intake quotas were in place, this put less importance on the need to ensure national standardization practices, not that this practice was preferred, it was the reality.

In the 1995-97 timeframe, the size of the recruiting footprint was reduced considerably that included an approximate thirty percent reduction in personnel and the closure of the regional HQs. Prior to this, the training of recruiting personnel was conducted on a regional vice national level. With the closure of the regional HQs, it was determined that national vice regional recruiting training would occur. This is when a serious problem was noted – that each region, much more than ever expected, had divergent ways of conducting recruiting operations and assessing applicants. Instructors from across the nation were assembled to support the National Recruiting Course (NRC) only to discover that little agreement could be achieved on how to train new recruiting staff to process and assess applicants. Instructors from the various regions argued that their practices were time proven and superior to or more efficient than those of other regions. The NRC served notice (i.e., a wake-up call) to the recruiting system that change was required - that recruiting services, including the various processes and assessments must be the same whether the applicant be processed in Halifax or Victoria. Of even greater influence, there was increased discussion to eliminate detachment quotas in favor of national selections (where all applicants across the nation would compete with each other – as was the case for officer selection). This would permit the selection of the best candidates nation-wide whereas with the regional quota system, the weakest candidates from across the nation could have been selected simply because they were the strongest applicants from a particular recruiting detachment. To

optimize selection and ensure that the most suitable applicants nation-wide would receive employment offers required increased confidence that all applicants were treated and assessed in the same manner (i.e., standardization).

2.2.1. Chief Review Services (CRS) /Audit

In 2006, the Auditor General of Canada conducted an audit to determine whether National Defence had progressed in terms of solving known recruiting and retention problems.⁹⁹ While the focus of this audit was on the need to fill growing vacancy rates in various occupations, recommend ways to reverse the trend of a declining applicant pool, and retention issues, the audit report made several observations that speak to the need for standardization. For example, it was observed that CFRG was unable to demonstrate that its selection interview was consistent with “generally recognized technical and professional standards.”¹⁰⁰ In addition, CFRG was unable to demonstrate that the attributes assessed during the interview were valid predictors of suitability for service or that recruiting personnel were assessing the attributes in the same way. This was a valid conclusion. At that time, each interviewer (referred to as a Military Career Counselor (MCC)) was largely free to develop their own interview protocol and the scoring key used to assess the attributes was subjective in nature. This is not to say that parts of the interview were not structured, rather, that MCCs had considerable flexibility in how the interview was conducted. As such, it was no surprise that some MCCs completed interviews in 30 minutes or less while others might take close to two hours for a similar applicant or why areas questioned varied across MCCs. A comparison of the 2004 RHB documentation pertaining to the selection interview against the current Work Instructions (WI) (WI 3.3.4.13 – *Suitability*

⁹⁹ Office of the Auditor General of Canada.

¹⁰⁰ *Ibid.*, 61.

Assessment and Selection Interview Process) clearly shows the flexibility provided to the MCC with respect to how the interview was conducted in comparison to the WI applied process used today.¹⁰¹

The audit report spoke favorably of the RHB stating that it had the “(...) potential to improve the consistency and the reliability of assessment interviews because it has clear procedural guidelines.”¹⁰² Clear procedural guidelines, however, are just that, guidelines. Guidelines do not guarantee consistency across interviews will be achieved or that a structured interview (used for all applicants) will be applied. In fact, the guidelines, while useful, perpetuated an environment where MCCs could continue to exercise a considerable degree of flexibility during the selection interview. In addition, the audit report noted that MCCs selected for recruiting duties were not required to possess “(...) knowledge or skills in personnel selection or industrial and organizational psychology.”¹⁰³ This also speaks to standardization in terms of ensuring that all MCCs have the necessary competencies to perform their duties.

While the word ‘standardization’ was not found in the *2006 Report of the Auditor General of Canada*, the above discussion clearly speaks to this need. Prior to this report, CFRG was well aware of the requirement to achieve increased standardization in applicant processing and assessment. The problem, however, was that there was a clear reluctance, and for good reason, to dedicate scarce resources away from achieving the mission (attract, process, select, and enrol applicants) to achieve improved standardization. The audit report, however, provided meaningful impetus for change – CFRG was now required to report on progress taken to address

¹⁰¹ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook* (Borden: CFRG, 2004).; Canadian Forces Recruiting Group (CFRG), WI 3.3.4.13, *Suitability Assessment and Selection Interview Process* (CFB Borden: CFRG Quality Manual, 10 Feb 2016).

¹⁰² Office of the Auditor General of Canada, 61.

¹⁰³ *Ibid.*

the shortfalls and recommendations provided in the report. It served notice to CFRG that it could no longer ignore or avoid addressing this shortcoming; action was required. Areas requiring improvement were identified and strategies were considered that could generate the necessary change. For example, the interview protocol was further structured leaving limited room for MCC flexibility and the interview scoring or rating key was refined to ensure added consistency in applicant ratings.

Equally important, CFRG realized that the manner, in which its recruiting documentation was produced, managed, updated, and distributed required improvement. CFRG had to improve its Knowledge Management Framework (KMF) if it had any hope to achieve further standardization. It was determined that a new KMF be developed that reflected a QMS premised on the International Organization for Standardization (ISO) 9000 series of standards. The decision to adopt the ISO methodology was largely based on known successes using ISO principles in the private sector as well as those realized by the RCAF. To do so, CFRG created a small team in 2009 with a mandate to: develop the KMF and Quality Management System; and, refine processes to methodically ensure compliance with standardization through structured Staff Assistance Visits (SAVs) and process Audits.

The KMF, designed in essence to be the foundation of the Quality Management System, was intended to replace existing recruiting documentation that included the RHB and a series of dated and at times obsolete RDs. CFRG had difficulty keeping RHB and RDs updated and as a result, their value was debateable. As a result, the recruiting detachments across Canada, in the absence of clear procedural direction from the HQ, were required to create the *how*. No other option existed. Indeed, as an expression of this sentiment, a common recruiting articulation used

to describe this reality, and somewhat sarcastically, was that CFRG was comprised of 26 independently owned and operated franchises. This spoke to not only a lack of standardization in applicant processing and assessment but also to the dissatisfaction that such a state existed. Again, the development of the KMF as the foundation of this QMS was believed to be the most viable solution to standardization concerns. Starting in 2010, CFRG commenced work to develop the KMF, most notably the creation of a Recruiting Process Manual (RPM).

The RPM is CFRGs Quality Manual; the core document of the CAF recruiting QMS. The CFRG QMS is modeled after the Royal Canadian Air Force (RCAF) AF9000 Plus and is based on ISO 9001:2015. It was designed to be robust, aligned with the organization's strategic direction and goals, and to embrace continuous improvement in all operations to deliver quality work practices and customer service.

The RPM provides an overview of Quality policies and key requirements and is the sole reference for all matters dealing with Quality in recruiting. It primarily deals with processes directly involving recruiting activities (i.e., attraction, processing, selection and enrolment), however, it also includes administrative and other processes that support those activities. The RPM is comprised of four elements: 1) Management Responsibilities; 2) Quality System; 3) Recruiting; and 4) Measurement, Analysis and Improvement. Element 3 (Recruiting) is further divided into 3-1 Recruiting-General, 3-2 Recruiting-Marketing and 3-3 Recruiting-Processing.¹⁰⁴ Contained within each element are detailed step by step directions for each specific recruiting process or activity, known as WIs. WIs are akin to detailed Standard Operating Procedures

¹⁰⁴ Canadian Forces Recruiting Group Headquarters, *Recruiting Process Manual (RPM)* (National Defence: Borden, 2015).

(SOPs) – they lay out the standardized steps needed to complete any given process, including all references and links required to execute the task.

The key difference between WIs and SOPs is that WIs are living documents that continually evolve to meet best practices and changing organizational requirements. Continuous Improvement is of paramount importance to any quality system, and the CFRG QMS utilizes two key aspects of this – an assessment of adherence to the WIs (via audits, performance measures, etc.) and open and transparent feedback. The first aspect includes regular audits of WIs, both internal (i.e., units audit themselves and their detachments) and external (i.e., CFRG HQ or an agency outside CFRG audits units including the HQ). Audits are intended to assure compliance with established practices (the intention being to achieve standardization), but are also cooperative in nature and allow all recruiting personnel the opportunity to provide feedback to improve the system. Any member of the organization can submit an observation directly to the Quality staff, or even recommend the creation or cancellation of a WI. Observations on a WI can range from reporting a spelling error, identifying a broken link to a website, providing feedback from Lessons Learned (LL), or notification of a significant policy change that affects the process covered by the WI. Observations and other QMS submissions are vetted and tracked by Quality staff and sent on to the WI Process Authors and Owners or Commanding Officers (as applicable) for evaluation and action as required. Regardless of the outcome of the observation, the originator of the submission is informed. In this sense, continuous improvement occurs that results from both the Detachment and HQ level.

2.3. Conclusion

CFRG has long recognized the need to standardize its processes and assessment practices. As described above, progress has been slow but in the right direction. Past organizational realities (i.e., the regional HQ system, lack of sufficient resources to dedicate to this effort) and Detachment vice national level applicant selection practices have limited the ability of CFRG to realize its standardization goals. That said, the decision to move toward a QMS supported by a solid KMF has enabled CFRG, for the first time, to establish detailed instructions on virtually every recruiting activity (albeit some WIs are still in development). The result, if the WIs are adhered to as written, is that all applicants will be processed and assessed in the same manner (i.e., whether it be cognitive testing, the interview or conducting Reliability Screening (RS) to name a few). Assessments, in particular the interview, are now highly structured and provide a degree of added comfort and confidence that regardless of who the interviewer is, the resulting assessment should be consistent. Of course, the level of training and experience the MCC has might impact on the consistency of interview ratings.

It is believed that the QMS has paid huge dividends in terms of achieving increased standardization. CFRG recognizes, however, that the QMS requires stewardship and if resources do not remain dedicated to maintaining the system, it like previous systems (i.e., the RHB and RDs) will eventually become dated and obsolete.

3. STANDARDIZATION OF PROCEDURES TO ASSESS PEOPLE

3.1. Introduction

Even for those with limited HR knowledge, it is easy to relate the recruiting process experience to a customer experience.¹⁰⁵ With this in mind, the employer has the responsibility to sell his brand and make it attractive without false promises. If you treat the candidates like customers of the business, the organization should have a clear process on how the interaction or the transaction will evolve, how it will come to an agreement and the details of what this entails. As a candidate, it is reassuring to know exactly what to expect about the process or the steps that are required in order to be selected and eventually come to some form of agreement, sign a contract or perform any transaction that is required. This business principle when applied to the hiring process translates into the requirement to have a transparent recruiting process. To help ensure that all applicants are treated fairly and receive the same recruiting service, especially when it comes to the assessment and selection phases, standards must be developed.

A standard has been defined as “a set of rules or guidelines approved and monitored by an authorized organization.”¹⁰⁶ Standards grow from a need to agree on common rules in order to shape a process or an infrastructure. Therefore, standardization “(...) can best be understood as the process aiming to define common and mutually agreed (technical) solutions between relevant

¹⁰⁵ CEB, 17.

¹⁰⁶ Kent Beckert, *De Facto Standards in Information Systems: Definition & Overview*, Chapter 1 - Lesson 17 online Business Course at study.com, retrieved 15 April 2016, <https://study.com/academy/lesson/de-facto-standards-in-information-systems-definition-lesson-quiz.html>.

stakeholders, for the benefit of all involved.”¹⁰⁷ Several categories of standards have been identified:

- Fundamental standards - concerning terminology, conventions, signs and symbols, etc.;
- Test methods and analysis standards - measuring characteristics such as temperature or chemical composition;
- Specification standards - defining the characteristics of a product or service and their performance thresholds, e.g. inter-changeability, health and safety, or environmental protection;
- Organization standards - describing the functions and relationships of a company, as well as elements such as quality assurance, maintenance, or production management, etc.¹⁰⁸

From the above categories it is clear that standards and standardization can serve multiple purposes. Of importance to this paper, however, are organizational standards - also referred to as business process standards (i.e., how an organization does its work). These standards are established to improve synergy, to facilitate communications and to make possible performance benchmarking. Business process standards can be further categorized into three main types: *process activity / flow standards*, *process performance standards* and *process management*.¹⁰⁹

The first, *process activity / flow standards* strive to outline the set of activities and its sequence to pursue and “(...) accomplish a particular objective for a particular customer (...).”¹¹⁰ The *process performance standards* are established once the *flow standards* have been put in place and arise from the need to measure the performance of the process; it also enables the organization to compare results with other organizations and/or monitor performance over time.

¹⁰⁷ COoperation Platform for Research And Standards (COPRAS), *Standardization guidelines for IST research projects interfacing with ICT standards organizations*, last modified 12 July 2011, <http://www.w3.org/2004/copras/docu/D27.pdf>, 5.

¹⁰⁸ *Ibid.*

¹⁰⁹ Thomas H. Davenport, "The Coming Commoditization of Processes," *Harvard Business Review* 83, no. 6 (June 2005), retrieved 15 April 2016, https://www.researchgate.net/profile/Thomas_Davenport2/publication/7799378_The_Coming_Commoditization_of_Processes/links/53db93aa0cf2a76fb667a58b.pdf, 3.

¹¹⁰ *Ibid.*

Finally, the *process management* standards “(...) indicate how well processes are managed and measured and whether they're on course for continuous improvement.”¹¹¹

Using the business model, the type of standard most applicable to the CAF Recruiting process is clearly organizational. CFRG' standardization efforts should continue to focus on the improvement of *process activity / flow standards*. In order to assess the performance of the recruiting process and move toward establishing CAF Recruiting *process performance standards* in the future, a robust and recognized set of *process activity / flow standards* are required. In the absence of these standards, Performance Measurement (PM) of the recruiting process will remain an analysis of data collected outside a fully standardized process, thus generating benchmarks that are difficult to compare across time. Indeed, attributes of PM such as those described in the CAF Recruiting Doctrine – effectiveness, economy, efficiency and relevance¹¹² can be analyzed without a full implementation of *process activity standards*; the problem however, is that conclusions of success/failure will be arbitrary. Without a standardized recruiting process, the benchmarks used to assess the performance of the recruiting system are unreliable; changes and fluctuations in the process are constraints to the generation of standardized assessment parameters. As a result, the data analysis conducted without robust process activity standards provides limited information on the process performance.

Standardization is a consensus-driven activity that plays a role in regulatory policy. “The majority of standards in use today surfaced through awareness and considered **de facto standards** if they have not been adopted by a formal standards organization.”¹¹³ In contrast, some standards are government-set or **de jure standards** and as such they are part of legally

¹¹¹ *Ibid.*

¹¹² CFRG, *Canadian Armed Forces Recruiting Doctrine*, 23.

¹¹³ Beckert.

binding contract, laws and regulations.¹¹⁴ As pointed out by many authors, it is not because standards have been legislated that it should be implied that they are better.

There are many reasons why industry relies on voluntary standards; it is generally faster (legislation is time consuming), more practical and flexible (governments have a tendency to leave standards in place and lack the willingness to amend them) and it is specific to the organization's needs (especially when the organization intends to only use the standards internally).¹¹⁵ Also, "(...) creating, maintaining and controlling a standard of any kind can be cost-prohibitive. One of the less-expensive methods for creating or establishing a standard is by making it a de facto standard."¹¹⁶

The most effective mechanism for the adoption of standards is "(...) standardization by "committees" (in contrast to standardization by "government", or by the long-term operation of the market)."¹¹⁷ Standardization by committee is generally governed by recognized standards organizations and is defined as "(...) an established group of individuals having the expertise and authority to endorse proposed de facto standards for conversion to a de jure standard."¹¹⁸ Despite the time and cost to adhere to the requirements of standards organizations, studies have demonstrated that technical committees that exist in voluntary consensus standard setting bodies appear superior.¹¹⁹ In addition to ISO many standards organizations are officially operating either at the international level (e.g., ITU (the International Telecommunication Union, a specialized agency of the United Nations responsible for information and telecommunication

¹¹⁴ Craig N. Murphy and JoAnne Yates, *The International Organization Standardization (ISO) – The Governance Through Voluntary Consensus* (New York: Routledge, 2009), 8-9.

¹¹⁵ *Ibid.*

¹¹⁶ Beckert.

¹¹⁷ Murphy and Yates, 10.

¹¹⁸ Beckert.

¹¹⁹ Murphy and Yates, 10.

technology standards), TICSII (The International Customer Service Institute) and OASIS (the Organization for the Advancement of Structured Information Standards)). Others operate at the national level (i.e., ANSI (the American National Standards Institute that aims “(...) to strengthen the U.S. marketplace position in the global economy while helping to assure the safety and health of consumers and the protection of the environment”),¹²⁰ BSI (British Standards Institution) and the Russian Federation (Russia adopted a state-oriented standardization model to “(...) ensure defense capacity, economic, environmental, scientific and technological security (...).”¹²¹). Overall, the bodies of standard setting organizations are marketing their programs with the intent to improve the quality of various products or the efficiency of processes. Among the variety of standards now in use around the world,

(...) perhaps most prominent among them are the ISO 9000 family of quality standards for product manufacturing. (...) These criteria have been applied and certified in more than 130,000 firms around the world. The ISO has created more than 14,000 standards - for manufacturing everything from screw threads to telephone and bank card formats - since its founding in 1947.¹²²

Interestingly, there is great interest for military standardization. The United States regulate the standardization of the military institution with Defense Standardization Program (DSP) Procedures;¹²³ their standards are called *military standard* (“MIL-STD” and “MIL-SPEC”). Overseas, the European Committee for Standardization (CEN) produced an online data base European Handbook for Defence Procurement (EHDP) and the European Defence Agency (EDA) is “(...) responsible for maintaining and expanding the EHDP in the form of a “European

¹²⁰ American National Standards Institute (ANSI), *About ANSI*, retrieved 15 March 2016, http://www.ansi.org/about_ansi/overview/overview.aspx?menuid=1.

¹²¹ Anna Zaytseva, “Standardization in Innovation Policy and the European Integration – New Concepts for the World” (Master Thesis - Master of Social Science in International and European Relations, Linköping University, 2011), 33. This thesis provides also additional information on the various standards organizations.

¹²² Davenport, 6.

¹²³ United States of America, NUMBER 4120.24, *Department of Defence Manual*, last modified 24 September 2014, <http://www.dtic.mil/whs/directives/corres/pdf/412024m.pdf>.

Defence Standards Reference System“ (EDSTAR).”¹²⁴ The German military also makes use of civilian standards such as the German Institute for Standardization (DIN) and ISO.¹²⁵ Lastly, in 2001 NATO created a permanent Standards Agency, the NATO Standardization Office (NSO), to develop military operational standards. That the military context is different from that of industry (i.e., in terms of security, information sharing and the necessity for synergy) generates the need for separated standardization processes:

NATO Standardization is defined as: “The development and implementation of concepts, doctrines, procedures, and designs to achieve and maintain the required levels of compatibility, interchangeability or commonality in the operational, procedural, material, technical and administrative fields to attain INTEROPERABILITY.”¹²⁶

The CAF abides by standards that have been established by NATO and maintains numerous policies and standards.¹²⁷ In 1999, the first initiative providing guidance to the adherence of the *ISO 14001 series - Environmental Management System* came from the requirements to have standards “(...) of care for the environment and for the health and safety of others.”¹²⁸ The Canadian Air Force, specifically on the technical front, has been involved in the implementation of ISO. This initiative came from the need to have a written set of instructions that specify technical standards for best practices and regulatory compliance between various

¹²⁴ Bundeswehr, *List of Standards – Military Standards*, last modified 27 November 2014, [http://www.baainbw.de/portal/a/baain/lut/p/c4/FctBCoBACAXQG_n37TpFTTsNEWFOYgi7fsVbPxz4JJcb3z6SO3a00xd5SJg9qXQai1KOGZqF7Q_d0DRxRawv_JPgWg!/.;](http://www.baainbw.de/portal/a/baain/lut/p/c4/FctBCoBACAXQG_n37TpFTTsNEWFOYgi7fsVbPxz4JJcb3z6SO3a00xd5SJg9qXQai1KOGZqF7Q_d0DRxRawv_JPgWg!/) For additional information on EDSTAR, see: European Defence Agency, *EDSTAR Home page*, retrieved 15 March 2016, <https://edstar.eda.europa.eu/>.

¹²⁵ *Ibid.*

¹²⁶ Juan A. Moreno, "Interoperability and Standardization within NATO," PDF, *NATO Standards Agency*, retrieved 15 March 2016, http://www.thebolingroup.com/procurementpower/presentations/Moreno_JuanA.pdf, 11.

¹²⁷ The National Defence and the Canadian Armed Forces Policies and Standards can be found at: National Defence and the Canadian Armed Forces, *Policies and Standards*, last modified 3 September 2015, <http://www.forces.gc.ca/en/about-policies-standards/index.page>.

¹²⁸ National Defence and the Canadian Armed Forces, *DAOD 4003-0 Environmental Protection and Stewardship*, last modified 13 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-4000/4003-0.page>.

stakeholders responsible for specialized maintenance.¹²⁹ Over the last decade, the CAF has continued to adopt ISO standards; these are imbedded in the Defence Administrative Orders and Directives (DAODs) (i.e., DAOD 3009-0 Quality of Materiel and Services refers to the ISO 9000 series of standards), the main sector for its applicability has been with materiel and engineering (i.e., the 25 Canadian Forces Supply Depot received ISO 14001 Certification in 2013, the Royal Canadian Air Force - RCAF Flight Safety Program is compliant with and the Transport Canada/ISO 9001 mandated Quality Management System, the Naval Engineering Test Establishment (NETE) is a ISO 9001 and 14001 Certified Establishment).¹³⁰

With regard to standards related to the assessment of people, not many standardization organizations provide certification programs. Of course, psychological and academic standardized tests have a long history and their use of standards is not new. Standardized test distribution and access is regulated and only accredited specialists are authorized to administer and interpret test results. “Psychological testing and assessment is a core component of the profession of psychology.”¹³¹ Regulated by ethical standards and practice guidelines, many professional organizations in the field of psychology and mental health (e.g., the American Psychological Association (APA), the Canadian Psychological Association (CPA), the Canadian

¹²⁹ National Defence and the Canadian Armed Forces, *Technical Airworthiness Authority (TAA) Advisories, 2006-06 NDT Technique Development*, last modified 25 July 2013, <http://www.forces.gc.ca/en/business-regulations-technical-airworthiness/advisories-2006-06.page>.

¹³⁰ National Defence and the Canadian Armed Forces, NR-00.020, *ARCHIVED - 25 Canadian Forces Supply Depot Receives ISO 14001 Certification* (Ottawa: Government of Canada, News Release, 22 February 2000), last modified 5 November 2013, <http://www.forces.gc.ca/en/news/article.page?doc=25-canadian-forces-supply-depot-receives-iso-14001-certification/hnmX18v9>.; Anne Lawrence, “Lessons Learned - When Two Worlds Join As One,” *Royal Canadian Air Force Magazine* Article / 11 July 2013 (Project number: 2013 - Issue 2).; National Defence and the Canadian Armed Forces, *Naval Engineering Test Establishment*, last modified 26 July 2013, <http://www.forces.gc.ca/en/business-engineering-test-facilities/naval-index.page>.; National Defence and the Canadian Armed Forces, *DAOD 3009-0 Quality of Materiel and Services*, last modified 13 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-3000/3009-0.page>.

¹³¹ The Australian Psychological Society, *Comments on The Consultation Paper on Options for the Protection of the Public posed by the inappropriate use of psychological testing issued by the Psychology Board of Australia – May 2010* (Melbourne: APS College of Organisational Psychologists, 11 August 2010), 4.

Counselling and Psychotherapy Association (CCPA)) are in place to ensure a quality of service and the protection of clients. The standardization problem that arises from professional standards is the lack of an integrated system that addresses the key issues to ensure test user competency, assessment delivery and post-assessment review. “Standardization is basically a management technique used to reduce risk.”¹³² As such, the Australian Psychological Society (APS) recently conducted a review of the accreditation processes

(...) about test and practitioner standards in order to ensure quality service delivery (...) in response to the issues posed by the Psychology Board of Australia (PBA) in its consultation paper title Options for the protection of the public posed by the inappropriate use of psychological testing.¹³³

Among their conclusions, they observed that “(...) various testing and assessment procedures and purposes warrant differentiated consideration (...)” and that “(...) the risks associated with using testing tools in different assessment situation also vary with the situation and with the skills of the tester/assessor.”¹³⁴ As a result, they recommended that:

The ISO 10667 on Workplace Assessment provided an international standard that could be used as the framework within which to set more specific standards for accreditation of test users. This could optimise the protection of the public from misuse of psychological tests. (...) Such accreditation programs would assist in maintaining assessment standards and highlight the importance of these standards to clients.¹³⁵

In addition, a recent study conducted in Sweden (2012), the author suggested that standardized assessment services in the workplace could reduce the risk of failed recruitment, discrimination and subjective assessment during the hiring process.¹³⁶

¹³² Carl Cargill and Sherrie Bolin, "Standardization: a failing paradigm," in *Standards and Public Policy*, eds. Shane Greenstein and Victor Stango (New York: Cambridge University Press, 2007), 296.

¹³³ The Australian Psychological Society, 3.

¹³⁴ *Ibid.*, 8.

¹³⁵ *Ibid.*, 6.

¹³⁶ Johanna Ottosson and Caisa Stilling, *A Recruiters Best Friend – A Study of Standardized Assessments Services in the Workplace and its Impact on Recruitment and Selection* (Bachelor Thesis – Human Resource Management, School of Business and Economics, Småland - Linneaus University, Spring 2012).

As mentioned in the previous chapter, over the years, CFRG, has created a number of de facto process activity standards that are maintained and controlled by designated officers having the expertise and authority delegated to them. To be able to assess the efficiency and the quality of the Recruiting process “(...) measured through a comprehensive quality management and performance measurement system.”¹³⁷ As intended and indicated in the CFRG *Strategic Level Guidance*, the optimal approach would be the development and implementation of process activity standards that have been recognized by a standards organization such as the ISO 10667.

3.2. Overview of the International Organization for Standardization

“The adoption of a quality management system is a strategic decision for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.”¹³⁸ The benefits to an organization in implementing a standardization process are numerous. For example, ISO has long demonstrated its leadership in providing guidelines to ensure that products and services are reliable and consistently of a good quality. As of 2008, “ISO has 158 national standard setting bodies, spread across the world”¹³⁹ and Canada, under the Standards Council of Canada (SCC) is one of its members.¹⁴⁰ It is important to point out that ISO is responsible to develop and publish International Standards, it does not provide certification or conformity assessment. To do so, an organization must contact an external body officially recognized in their country. To obtain ISO 10667 Certification in Canada, organizations must use the SGS Group (a British world leading inspection, verification, testing and certification company).

¹³⁷ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 21.

¹³⁸ ISO, *International Standard ISO 9001 – Quality management systems – requirements*, ISO 9001:2015(E) (Switzerland: ISO Copyright office, 2015), vi.

¹³⁹ Murphy and Yates, 26.

¹⁴⁰ “The Standards Council of Canada (SCC) is a Crown corporation established by an Act of Parliament in 1970 to foster and promote voluntary standardization in Canada.” In: ISO, *Canada (SCC)*, retrieved 15 March 2016, http://www.iso.org/iso/about/iso_members/iso_member_body.htm?member_id=1619.

For an organization such as the CFRG, obtaining the ISO certification will constitute a further step in the development and quality assurance of the standardization efforts that have already been initiated. As changes, constraints and risks from the internal and the external environment continue to dominate CAF Recruiting, due diligence in the conduct of operations is expected. Moving toward the ISO certification will allow CFRG to demonstrate their effectiveness in the assessment of people and can provide an additional insurance that any investment made “(...) in the assessment of people supports organizational objectives and delivers meaningful and valid results.”¹⁴¹ Perhaps among the eight ISO quality management principles that align most closely with the CAF Recruiting process are: customer focus; leadership; process approach; improvement; and, evidence based decision making.¹⁴² These ISO principles are already of primary importance to CFRG and are rooted in current *CAF Recruiting Doctrine* and *Strategic Level Guidance*.

The groundwork required to adopt ISO standards will take time and resources; it can be anticipated that the proposal preparation stage can take up to 36 months. Nonetheless, if the organization has already prepared a project proposal that identified the intention to create a new standard or modify existing standards, this time could be reduced significantly.¹⁴³ The following milestones represent the usual process to obtain ISO certification:

- prepare a quality management system and a tailored proposal;
- request a pre-assessment by ISO – This pre-audit is optional but strongly recommended – it will ensure that the organization is ready and will identify the potential gaps;

¹⁴¹ SGS, *How Can You Ensure that Assessment Service Provision Effectively Supports Organisational Objectives? ISO 10667 - Effective Assessment of People*, retrieved 10 October 2015, <http://www.sgs.com/~media/Local/UK/Documents/Brochures/SGSSSCISO%2010667EN14.pdf>, 2.

¹⁴² ISO 9001:2015(E), vii.

¹⁴³ COPRAS, 10.

- conduct initial audit – this is a document review of the organization's relevant manual, policies and procedures and guidelines;
- conduct onsite audit – this stage is carried out at various location to assess compliance against the policies, procedures and guidelines that ought to be standardized and certified;
- analyze the audit results and make the adjustments to address what was outlined in the audit report;
- schedule and conduct surveillance audit (at prescribed intervals) over a three-year period of time; and,
- conduct a recertification visit.¹⁴⁴

3.3. ISO 10667- Procedures and Methods to Assess People

3.3.1. Benefits of ISO 10667- Procedures and Methods to Assess People

In the *Handbook on Business Process Management* (2015), the authors cautioned that many factors contribute to the success or failure of process management. They identified six critical elements that sooner or later need to be considered for a successful Business Process Management (BPM): *Strategic Alignment, Governance, Methods, Information Technology, People* and *Culture* (See Figure 3).¹⁴⁵ In the military context and as mentioned earlier, it means that the strategic (*Strategic Alignment*) and the operational (*Governance*) levels have to be aligned and, for better efficiency, a decision is required as to “What elements of BPM need to be

¹⁴⁴ SGS, 3.; Kat Kadian-Baumeyer, *ISO 9000 Certification*, Chapter 15 / Lesson 5, online Business Course at study.com, retrieved 15 April 2016, <http://study.com/academy/lesson/iso-9000-certification.html>.

¹⁴⁵ Michael Rosemann and Jan vom Brocke, “The Six Core Elements of Business Process Management,” in *Handbook on Business Process Management 1- Introduction, Methods, and Information Systems - Second Edition*, eds. Jan vom Brocke and Michael Rosemann (New York: Springer, International Handbooks on Information system, 2015), 111.

standardized across the organization?”¹⁴⁶ This decision must also take *Culture* into consideration: “What approach fits best with the culture and strategic imperatives of the organization?”¹⁴⁷ Between the *Strategic Alignment* and *Governance* piece, the organization also has to answer the question: “How standards should be developed and how compliance should be managed?”¹⁴⁸ At the strategic level, processes have to be designed, managed and measured according to the organizations strategic priorities. It is at the *Governance* level that the development, changes and adoption of *Process Related Standards* takes place and, later, to ensure monitoring of *Process Management Compliance*.

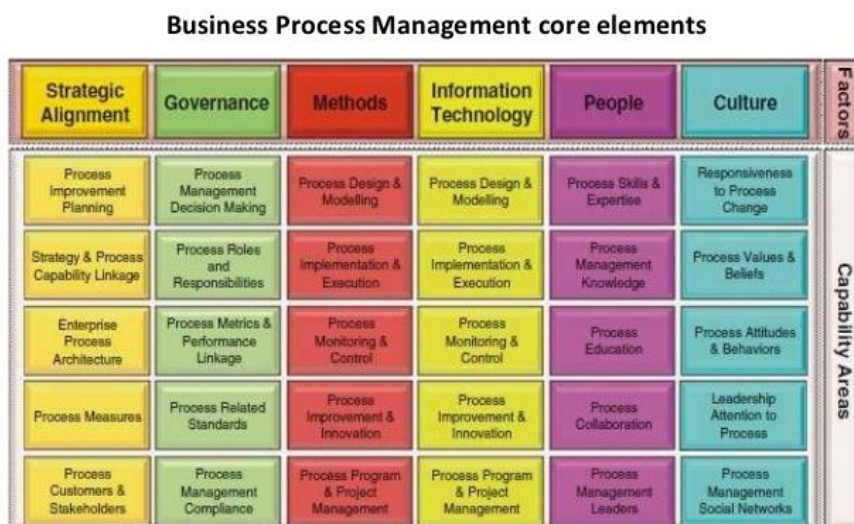


Figure 3- The Six Core Elements of Business Process Management

Source: Roger, Tregear, *Business process standardization*, 111.

The ‘Standardization Dilemma’ - ‘Is standardization necessary?’ - is frequently asked and could be answered in terms of the intent to streamline the capabilities of an organization to achieve better results.

¹⁴⁶ *Ibid.*, 106.

¹⁴⁷ *Ibid.*

¹⁴⁸ Roger Tregear, "Business process standardization", in *Handbook on Business Process Management 2*, eds. Jan vom Brocke and Michael Rosemann (Berlin: Springer, International Handbooks on Information system, 2010), 308.

Every organization would like to avoid uncoordinated business process activity with isolated business units constantly re-inventing the wheel. The arguments for standardization are compelling.¹⁴⁹ (...) In this context, process standardization means the development of a standard or best-practice process to be used as a template for all instances of the process throughout the organization.¹⁵⁰

Clearly, there are numerous benefits for large organizations to adopt process standards. Strictly from a business point of view, the core elements of BPM illustrate the dependency of a number of complementary capabilities behind the designing, managing and changing of processes. In addition to standardization itself, the core elements of BPM need to be addressed to achieve the successful and sustainable deployment of any standardization effort. Of importance is the fact that the standardization of processes will help mitigate against variations in response to local requirements but will not guarantee efficiency. For CAF Recruiting, the BPM of a more vigorous standardized approach means a process-centric culture managed by the CFRG with alignment across all CFRC/Dets' processes.

The adoption of ISO 10667 by an organization is a BPM decision that has proven to have many economic benefits. An empirical case study conducted in a business industry setting demonstrated that the standardization process of recruitment practices led to “(...) reduce the “time-to-hire” from 92 to 69 days and the overall costs of the recruiting process by about 30 percent.” They also found that the quality of applicant data was improved, they increased the transparency and the clarity of the recruiting process, and finally, “(...) the administrative expense within the human resources (HR) departments in the distinct business locations”¹⁵¹ was reduced significantly. Subsequently, a larger scale study replicated the results:

¹⁴⁹ *Ibid.*, 307.

¹⁵⁰ Tregear, 308.

¹⁵¹ *Ibid.*

Business process standardization combined with applicant tracking systems and business process documentation as well these systems used together with business process controlling have a significant positive impact on stakeholder satisfaction with the recruiting process.¹⁵²

These results illustrate perfectly how the *Governance*, the *Method* and the *Information Technology* are interconnected, playing a significant role in the effectiveness of the standardization process and its overall results. Obviously, the accredited standardization of the methods and procedures to assess people in the work-place bring to an organization external recognition for its best practices. Lastly, the ISO 10667 could provide:

- additional substantiation if decisions on hiring individuals are disputed;
- clarification on the requirements for the client and the service provider;
- a defined process, clearly outlined;
- selection methodology and use of proper techniques to meet the client and organizational aims and objectives; and, most importantly,
- “Clear guidance on the right and responsibilities of assessment participants.”¹⁵³

3.3.2. The Requirements for ISO 10667

Until quite recently there was no recognized source document that delineated a set of standards or principles for the practice of what is commonly known as industrial-organizational (I-O) psychology. During 1980 the American Psychological Association (APA) finally adopted a set of Specialty Guidelines for the Delivery of Services by Industrial/Organizational Psychologists (1981). The reader will note that the title refers to “Guidelines” rather than “Standards.”¹⁵⁴

¹⁵² Sven Laumer, *et al.*, “The Impact of Business Process Management and Applicant Tracking Systems on Recruiting Process Performance: An Empirical Study,” *Journal of Business Economics* 85, no. 4 (December 2014), 421.

¹⁵³ SGS, 2.

¹⁵⁴ C. Paul Sparks, “Specialty Standards for Industrial-Organizational Psychologists”, in *The Professional Psychologist’s Handbook*, ed. Bruce Dennis Sales J.D. (New York: Springer Science+Business Media, 1983), 141.

The *ISO 10667 Procedures and Methods to Assess People* represents a more recent set of standards.

In spring of 2006, for the first time ever, an effort was initiated to develop world-wide standards for psychological testing. The German Institute for Standardization (referred to as DIN) submitted a proposal to the International Organization for Standardization, or ISO, to develop an ISO standard that addresses “psychological assessment services.”¹⁵⁵

Its development and implementation has generated many world-wide discussions, in particular among numerous Psychology, Testing and Industrial-Organizational Relations Associations. The original intent of this standard proposal was for the assessment of people in the broader sense; however, the ISO 10667 currently in use is more specific and applicable to the assessment of people in work and organizational settings only. For this reason, despite the fact that it has been welcomed, many professional associations don’t have the need for aligning their internal standards and policies to reflect the International Standard. In fact, the American Psychological Association (APA), through the “(...) Joint Committee on Testing Practices (JCTP) coordinated the response for ANSI which ultimately opposed the creation of a work group to develop an ISO standard on psychological testing.”¹⁵⁶ As of today, the APA, the Canadian Psychological Association (CPA) and the Canadian Counselling and Psychotherapy Association (CCPA) have not included any reference to the International Standards to their Standards and Guiding principles. For the majority of the Psychology associations, ISO 10667 is only relevant to a specific sector and does not encompass their entire professional portfolio of services. Since ISO Standards are voluntary by nature, there are no legal or governmental obligations to adhere or

¹⁵⁵ Wayne Camara, “ISO Planning to Develop International Standards on Testing in the Workplace,” *The Industrial-Organizational Psychologist* 45, no. 2 (October 2007), 85.

¹⁵⁶ *Ibid.*

comply with ISO 10667, unless it is made mandatory by a governing authority that members adopt.¹⁵⁷ Nonetheless, some Psychology Associations¹⁵⁸ took a proactive approach by:

- engaging in developments taking place internationally (through ISO and the International Test Commission ITC), to ensure that their test user qualification procedures are internationally recognised (i.e., The British Psychological Society);¹⁵⁹
- including it as a part of their regulations (i.e. The Association of German Professional Psychologists (BDP) and the European Federation of Psychologists' Associations (EFPA)) or developing a parallel standard to the ISO 10667 standard on occupational assessment to be included in their own standards (i.e., the Australian Psychological Society (APS));¹⁶⁰
- suggesting to their members “(...) who are concerned with personnel selection - whether within enterprises or as external consultants - to familiarize themselves with the new ISO 10667. (Free translation)”¹⁶¹ (i.e. the BDP); and,
- offering training programs with regard to the new standards and its implication for the exercise of their profession (i.e. the Spanish Psychological Association).¹⁶²

Since there are no legal or mandatory requirements to adhere to ISO 10667, beside the benefits previously identified, the other reason BMP leaders have moved toward the certification process is the fact that the organization has already initiated a standardization process and there

¹⁵⁷ Murphy and Yates, 25-26.

¹⁵⁸ José Muniz, Ana Hernandez and Vicente Ponsoda, “New Guidelines for Test Use: Research, Quality Control and Security of Tests,” *Papeles del Psicologo* 36, no. 3 (2015), 161-173.

¹⁵⁹ The British Psychological Society, *Membership Standards Board (MSB): Annual Review 2011*, retrieved 15 March 2015, <http://www.bps.org.uk/what-we-do/bps/governance/annual-report-and-review/annual-report-2011/membership-standards-board-2011>.

¹⁶⁰ The Australian Psychological Society.

¹⁶¹ Christa Schaffmann, “Internationale Norm für Eignungsbeurteilung veröffentlicht,” *Pressemitteilung*, no. 19/11 (18 October 2011), retrieved 15 March 2016, http://www.bdp-verband.de/bdp/presse/2011/19_norm.html.

¹⁶² “In Spain, a program training psychologists with regard to ISO 10667 assessments of people in work settings has been set up.” In: Veronika Polisenska, *News and announcements: From the EFPA Network of National News Correspondents* (American Psychology Association, 2013), 300.

is a need for external review and continuous improvement. Further and of particular importance for the adoption of the ISO 10667 standard is that it could be considered as a means to demonstrate ethical and transparent hiring practices, especially if personnel conducting candidate assessments are not directly governed by existing Standards and Guidelines related to the use of tests and the assessment of performance. For example, psychologists in Canada must be accredited through the CPA to practice their profession; therefore, a firm employing or contracting accredited psychologists to conduct the assessment of personnel on their behalf has the assurance that the assessment adheres to recognized professional standards. A gap arises when organizations decide to conduct assessments on people without an accredited body governing the methodology or the procedure on testing and the use of the results. This is exactly why the decision to implement ISO 10667 could be of major benefit.

The standard will allow assessment businesses to demonstrate that best practice procedures are being followed; assure HR managers that the procedures they use (whether managed in-house or by an external assessment provider) will deliver the best outcomes and be fair and appropriate; as well as help ensure that staff involved in delivering assessments have the relevant skills and competences. Compliance with the standard will help ensure that organisations meet appropriate legal and ethical obligations regarding the selection and development of staff.¹⁶³

Very few organizations in the public sector have implemented international standards to the recruitment process. SGS presents the case study of the College of Policing in the United Kingdom and how achieving ISO 10667 standard brought positive outcomes. Closer to the military model, the United States *Coast Guard Force Readiness Command* is working toward meeting ISO 10667-1 requirements; their *Standard Operating Procedures (SOP) for the Coast*

¹⁶³ The British Standards Institution, *New standard highlights importance of assessments in successful recruitment decisions*, Press release - 26th January 2012, retrieved 15 March 2016, <http://www.bsigroup.com/en-GB/about-bsi/media-centre/press-releases/2012/1/New-standard-highlights-importance-of-assessments-in-successful-recruitment-decisions/#.VxVwUo-cGUK>.

*Gard Training System – Vol 10 Testing*¹⁶⁴ is a good example of how the military can operationalize the International Standard requirements and incorporate it in its internal set of standing orders. Of note, the US Coast Guard has clearly described the roles of the participants in their testing process, test development procedures and test cut/passing scores, test security measures (compromise and destruction) and their nondisclosure statement.¹⁶⁵ This is in direct compliance with the function of ISO 10667:

(...) It functions as practical guidance for both clients and service providers involved in the assessment delivery process. It describes their respective obligations and responsibilities before, during and after the assessment process. It also provides guidance on the rights and responsibilities of assessment participants and others involved in assessment procedures, including recipients of the assessment results.¹⁶⁶

Finally the Coast Guard has inserted in their SOP a statement identifying the derivation of content with which provides the rationale for using multiple resources in order to “(...) provide standards that will promote sound, fair, ethical, and unbiased use of tests and construction of test items. Additionally, adherence to the standards will provide a defensible U.S. Coast Guard testing system.”¹⁶⁷ They also include references to different bodies providing Standards and Guidance that are applicable to their SOP such as the American Educational Research Association (AERA), the National Council on Measurement in Education (NCME) and the APA.

The CAF employs a small cadre of specialists – Personnel Selection Officers (PSel) – responsible to

¹⁶⁴ Coast Guard Force Readiness Command, *Standard Operating Procedures (SOP) for the Coast Guard Training System – Vol 10 Testing*, Version 1.0 – April 2015, retrieved 10 January 2016, https://www.uscg.mil/forcecom/training/docs/SOP_Vol10_Testing_APR2015.pdf.

¹⁶⁵ *Ibid.*, Chapter 1, 1-10; Chapter 2, 1-18; Chapter 3, 1-2; Chapter 4, 1-15; APPENDIX E, E-1.

¹⁶⁶ ISO 10667-2(E), 0.2 Function of ISO 10667.

¹⁶⁷ Coast Guard Force Readiness Command, 2-1.

(...) provide professional advice to military commanders, particularly in the areas of recruiting, selection, leadership, performance appraisal and other human resource issues. (...) [PSel at the base level are] conducting interviews and aptitude tests, and compiling other sources of information to assess the suitability of individuals.¹⁶⁸

The PSel Branch has adopted the standards and guiding principles of the CPA, the CCPA, as well as the CAF *Code of Values and Ethics*;¹⁶⁹ once qualified, these PSel officers are granted specialist status and are expected to conform to the Personnel Selection Directives (PSD) issued and controlled by the Director Personnel Generation Requirements (DPGR). At the CFRC/Dets, applicant assessment is performed by qualified staff, under the stewardship of a senior PSel Officer: respecting the PSD relevant on the assessment of people (i.e., testing and interviewing – like those described in the U.S. Coast Guard SOP).

The ISO 10667 is a copyright document and reproduction or networking of the document is not permitted. ISO 10667 is organized in four stages (See Figure 4), and covered in separate clauses. A copy of the ISO 10667 and all its clauses was purchased by the CFRG in 2013 with the intent to initiate the standardization process and eventually obtain certification.

¹⁶⁸ National Defence and the Canadian Armed Forces, *FORCES.CA, Personnel Selection Officer – On the Job*, retrieved 15 March 2015, http://www.forces.ca/en/job/personnelselectionofficer-66?olvPlayer=100.007s&module=cue_66_2.

¹⁶⁹ National Defence, 978-1-100-20916-6, *Department of National Defence and Canadian Forces – Code of Values and Ethics- Defence Ethics Programme* (Ottawa: National Defence, 2012).

PARTS 1 AND 2 OF ISO 10667 IN PRACTICE

STAGE	PART 1: CLIENTS	PART 2: SERVICE PROVIDERS
AGREEMENT PROCEDURES	<ul style="list-style-type: none"> Communicate needs Choose competent service provider Data security within control 	<ul style="list-style-type: none"> Work collaboratively with Client to agree scope, details, duration, IP, costs etc. Data security within control
PRE-ASSESSMENT PROCEDURES	<ul style="list-style-type: none"> Discuss assessment needs – purposes, who, demographics Agree service 	<ul style="list-style-type: none"> Review needs to determine appropriate service / product Agree service
ASSESSMENT DELIVERY	<ul style="list-style-type: none"> Agree plan for assessment delivery Data security (within control) Feedback, as agreed with service provider 	<ul style="list-style-type: none"> Develop plan for assessment delivery Data security (within control) Feedback, as agreed with Client
POST-ASSESSMENT REVIEW	<ul style="list-style-type: none"> Relevance and validity of assessment service 	<ul style="list-style-type: none"> Relevance and validity of assessment service

Figure 4 - The Four Stages of the Assessment Service

Source: SGS, *ISO 10667 - Effective Assessment of People*, 2.

3.4. Conclusion.

As mentioned in *Canadian Armed Forces Recruiting – Strategic Level Guidance: An Evolving Landscape* recruiting "(...) encompasses a sophisticated and interconnected network of internal stakeholders and activities, a broad geography and a diverse applicant population. It also requires the inculcation (through formal study, training and experience) of an extensive body of knowledge that includes, but is not limited to, diversity, employment law, leadership, personnel selection, applied research, communications and marketing."¹⁷⁰ Having knowledge in these disciplines is not part of any formal development program for CAF personnel. As such, CFRG must ensure that recruiters develop the necessary competencies in these areas through formal training (albeit limited), a period of on-the-job training and through the creation of standardized

¹⁷⁰ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 4.

processes to guide recruiting personnel. In a way, external pressures to enhance the efficiency and quality of the recruiting experience have also pushed CFRG to continue to seek process enhancements and improve its standardization efforts. Clearly, the ISO principles highlighted in this chapter¹⁷¹ are aligned with CFRG standardization objectives. First and foremost, CFRG has demonstrated leadership (*Principle 2*) and the involvement of its people (*Principle 3*) to improve the recruiting process. There is acknowledgment, through internal publications, of a systemic approach and a desire to align the CAF strategic objectives with specific recruiting processes (*Principle 5 - System approach to management*). In terms of quality management principles, CFRG stresses the importance to understand “(...) current and future customer needs related to products and services (...)”¹⁷² (*Principle 1 – Customer focus*) and is making conscious decisions, based on data and research, “(...) to develop ways to meet and exceed expectations.”¹⁷³ (*Principle 6 - Continual improvement and 7 - Factual approach to decision making*). As identified in the recruiting doctrine, recruiting represents an opportunity for the CAF to interact with the Canadian population and, hired or not, it is paramount that the recruiting experience be a positive one. “This is where impressions of the CAF are often formed and the conduct of recruiting personnel may represent the sole frame of reference from which perceptions of our legitimacy are formed (recognizing that impressions will also be generated based on military history, traditions and the media).”¹⁷⁴

Although additional time and resources would be required to obtain the ISO 10667-2:2011 certification, increased standardization through a well-recognized framework, would have many benefits for CFRG/CAF. Certification, to name a few, will:

¹⁷¹ See Annexe 1 and ISO, *ISO 9001:2015(E)*, vii.

¹⁷² *Ibid.*

¹⁷³ *Ibid.*

¹⁷⁴ CFRG, *Canadian Armed Forces Recruiting Doctrine*, 5.

- ensure that recruiting processes are clearly defined/outlined;
- provide the guidance on the rights and responsibilities of each party involved (i.e. the service provider, the clients and the assessment participants);
- allow CFRG to have additional substantiation if hiring decisions are disputed; and,
- help answer questions raised externally (e.g., CRS, Auditor General, media, etc.).

As mentioned in Chapter 1, CFRG's compliance with the ISO 10667 only relates to Part 2 – Service Provider. The next chapters of this thesis will describe the CAF Recruiting Process and the assessment of people for hiring purposes using the four stages of the ISO 10667-2.

4. CANADIAN ARMED FORCES RECRUITING PROCESS

This chapter provides an overview of the CAF Recruiting Process. As mentioned in Chapter Two, CAF recruiting begins with ‘Attraction’ moves through ‘Testing’ and ‘Selection’ and finally the ‘Hiring’ of candidates. Some aspects of the Attraction phase will be discussed in this chapter as the information provided to prospects is indirectly related to the first stage of ISO 10667 - *Agreement procedures*. Also worthy of mention is the fact that guiding *Principles of Customer Service* and *Client Service Standards* have been established by CFRG; these are applicable each instance recruiting staff interact with the public.¹⁷⁵ These are not per se an inherent part of the *Assessment methods and procedures in the workplace* but could be considered as enablers to help ensure a high quality of service delivery that could contribute indirectly to the standardization effort. In practical terms, the standardization of the Attraction phase is not a requirement for ISO 10667 - *Assessing people in the workplace*; therefore the requirement for CAF recruiting’ ISO certification starts with the information made available to prospects/applicants before they submit their application and includes all the assessment procedures conducted during the processing phases up to the enrolment. As mentioned and for the purpose of this study, this chapter will be limited to Reg F prospects/applicants. It will also not include applicants, who due to special circumstances (i.e., foreign implications, previous service, citizenship issues, etc.) require additional processing.

From the moment a prospect decides to join the CAF and throughout the entire recruitment process, the responsibilities between the prospect/applicant, CRFC/Dets and CFRG are shared (See Annex 2 for CFRG and CRFC/Det responsibilities). Recently, a few key

¹⁷⁵ Canadian Forces Recruiting Group Headquarters, 34.

mindset changes were introduced with the *CFRG 2016 Project*. With regard to prospect/applicant engagement, it is clear that additional onus has been placed on prospects to contact the Recruiting Centre following the submission of their application. *CFRG 2016* also puts increased emphasis on using electronic communication as much as possible to streamline the process and reduce applicant visits to the local CRFC/Dets. Technology has improved communications; the objective being to keep applicants well-informed as to what is required next as well as help manage their expectations. For instance, the former *Applicant Package*,¹⁷⁶ that was often mailed out to prospects, is now available online. *Forces.CA*¹⁷⁷ is the CAF Recruiting online platform where general information about the CAF, descriptions of *Canadian Armed Forces Jobs*, testimonials, details about employment and what it means to be a member of the Forces can be found. This website also provides the general public with basic information pertaining to the recruiting process as well as contact information should they have additional questions. These initiatives meet the “(...) CF's strategic objectives concerning rationalization, simplification and acceleration of the enrolment process (...).”¹⁷⁸ The use of a web-based approach also has the advantage to be easy to standardize and modify.”

The current processing sequence to enroll in the CAF Reg F is: Attraction, Application Processing, Prospect Testing, Intake Management, Applicant Assessment, Supplemental Processes (in some cases only), Final HQ Processing and Enrolment (See Annex 2 for a process flow chart). The CAF recruiting sequence will now be described following the four stages of ISO

¹⁷⁶ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Chapter 2.1 Section 1 Attractions. 2.1.0 Canadian Forces Applicant Package.

¹⁷⁷ National Defence and the Canadian Armed Forces, *FORCES.CA – Canadian Armed Forces Jobs Home*, retrieved 02 April 2016, <http://www.forces.ca/en/home>.

¹⁷⁸ Canadian Forces Recruiting Group Headquarters, 28.

10667: “(...) Agreement procedures; Pre-assessment procedures; Assessment delivery; Post-assessment review.”¹⁷⁹

4.1. The Agreement Procedures of the CAF Recruiting Process

The intent of the *Agreement Procedures* in the ISO 10667 process is to provide to all participants (i.e., service providers and candidates) the “(...) relevant information regarding the service and specify all of the respective obligations and responsibilities of each party.”¹⁸⁰ This stage will promote sound, fair and ethical hiring practices. At this stage, the “(...) service provider shall ensure that the agreement is appropriately documented.”¹⁸¹ In contrast to a contract (i.e., a type of agreement legally binding and enforceable in a court of law), the *Agreement Procedures* are less formal and present what is to be expected later in the *Assessment Process*.

Before submitting an online application¹⁸² to the CAF, individuals are directed to the *Welcome/Bienvenue* generic and bilingual page of the *National Defence and the Canadian Armed Forces*.¹⁸³ This page contains a link to the web-page *Terms and Conditions* associated with the use of the DND/CAF websites.¹⁸⁴ Because the application for the Reg F is done through a *Government of Canada* website, information divulged in the *Terms and Conditions* page related to the *Privacy* and the *Providing content on Canada’s Official Languages* should be considered an implicit component of the agreement procedures that all

¹⁷⁹ ISO 10667-2:2011(E), Para 0.6 Organization of ISO 10667.

¹⁸⁰ ISO 10667-2(E), Para 3.1 Agreement.

¹⁸¹ *Ibid.*

¹⁸² In 2014, the CAF adopted an on-line application tool, the *e-DND 2170 Canadian Armed Forces Employment Application*. All prospects to the CAF must complete an E-Application to initiate the recruiting process.

¹⁸³ Government of Canada, *Welcome/Bienvenue - National Defence and the Canadian Armed Forces*, retrieved 02 April 2016, <http://www.forces.ca/>.

¹⁸⁴ Government of Canada, *Terms and Conditions*, retrieved 02 April 2016, <http://www.forces.gc.ca/en/terms-conditions.page>.

prospects have to accept in order to continue with the assessment process.¹⁸⁵ Upon the selection of the official language of preference, the individual is redirected to the page *FORCES.CA*. Details of the complete procedures to enroll are provided under the *Apply Now* sub-page;¹⁸⁶ this page describes the seven steps to join the CAF and the link to an external website for the online application process. Each step is explained in depth (e.g., *Step three: Aptitude Test* gives a description of the test, what it is used for, the sub-components of the test itself – verbal, spatial and problem-solving skills – and the test format. It stresses the importance of the test and how to prepare for it – giving access to a practice test – and it highlights the rewrite policy). Another point to mention in this section is that *FORCES.CA* will in the future provide accurate information as to the time it takes to process an application. Because there are numerous factors¹⁸⁷ that can interfere with the pace of processing, CFRG avoids making false promises to prospects/applicants and clearly articulates that the most common reasons for delays in processing include: missing applicant documents (i.e., education transcripts, birth certificates, etc. – the responsibility to provide these documents rests with the applicant), the Reliability Screening/security check and the credit history (e.g., delays may be experienced should applicants have legal and/or financial issues), and medical issues that result from the need to conduct additional medical/specialist follow-up.

¹⁸⁵ As a Federal institution, the CAF must comply with the laws related to employment. See: Minister of Justice, S.C. 1995, c. 44, *Employment Equity Act*.; Minister of Justice, R.S.C. 1985, c. H-6, *Canadian Human Rights Act*.; Minister of Justice, R.S.C. 1985, c. 31 (4th Supp.), *Official Languages Act* (Ottawa: Minister of Justice), last amended on 23 June 2015 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/O-3.01.pdf>.; Minister of Justice, R.S.C. 1985, c. A-1, *Access to Information Act* (Ottawa: Minister of Justice), last amended on 30 July 2015 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/A-1.pdf>.; Minister of Justice, R.S.C. 1985, c. P-21, *Privacy Act* (Ottawa: Minister of Justice), last amended on 30 July 2015 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/P-21.pdf>.; Minister of Justice, R.S.C. 1985, c. 24 (4th Supp.), *Canadian Multiculturalism Act* (Ottawa: Minister of Justice), last amended on 1 April 2014 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/C-18.7.pdf>.; Minister of Justice, R.S.C. 1985, c. N-5, *National Defence Act* (Ottawa: Minister of Justice), last amended on 1 June 2015 - current to 28 March 2016, <http://laws-lois.justice.gc.ca/PDF/N-5.pdf>.

¹⁸⁶ National Defence and the Canadian Armed Forces, *FORCES.CA – Canadian Forces Jobs Home*.; National Defence and the Canadian Armed Forces, *FORCES.CA – Canadian Forces Jobs –Apply Now*.

¹⁸⁷ Refer to previous chapters for discussion on this topic.

Information on how to complete the online application (E-Application) can be found on the sub-page *Step One: Start Your Application*; it is here where prospects are informed that they have to create a Government of Canada (GC) Key account.¹⁸⁸ A statement is included to explicitly address the level of protection associated with completing and sharing personal information through this site: “Several government departments use the GC Key to provide secure online services that require the protection of sensitive and personal information.”¹⁸⁹ Finally the *FORCES.CA* website reinforces that any questions a prospect/applicant may have about the CAF and the recruiting process can be answered by contacting the local CRFC/Det.

4.2. The Pre-Assessment Procedures

The ISO 10667-2 *Pre-Assessment Procedures* include three components: “1) Identification of assessment needs; 2) Assessment services recommendations; and, 3) Assessment services agreement.”¹⁹⁰ The *Identification of assessment needs* refers to an examination of the need to assess people and the determination of appropriate assessment procedures and methods.

The assessment services recommendation shall contain, as appropriate:

- a) justification, including appropriate supporting documentation of the technical quality and utility, for the use of each method (...);
- b) explanation of how the assessment results will be used to address the final assessment needs specification;
- c) risk assessment of relevant issues including, but not limited to, legal and regulatory issues, together with security and protection of intellectual property rights.¹⁹¹

The first two components described above help to ensure the ethical use of assessment methods.

The U.S. Coast Guard Force Readiness Command has included in their testing policy several

¹⁸⁸ National Defence and the Canadian Armed Forces, *FORCES.CA, Apply Now - Step 1*.

¹⁸⁹ *Ibid.*

¹⁹⁰ ISO 10667-2(E), Para 4.

¹⁹¹ ISO 10667-2(E), Para 4.2 Assessment services recommendation.

chapters to this effect.¹⁹² In the section *Testing Philosophy*, the purpose of testing is clearly articulated:

All tests should be well developed and testing practices, beneficial. There is extensive evidence documenting the effectiveness of well constructed tests in relation to supporting the validity of the test. The proper use of tests can result in making wiser decisions about individuals and programs than those made without using tests. The improper use of tests, however, can cause considerable harm to test takers and others affected by test based decisions.¹⁹³

As indicated in the first chapter of this study, the CFRG is the organization responsible for “(...) the coordination and conduct of attracting, processing, selecting and enrolling recruits and officer candidates to meet the Canadian Forces’ operational requirements.”¹⁹⁴ CFRG, under the MPC authority, “(...) is supported by a selection research programme that ensures that the [CF Personnel Selection System] (CFPSS) is valid, reliable, legally defensible and compliant with professional and ethical standards.”¹⁹⁵ The *DOAD 5002-5 Canadian Forces Personnel Selection* provides a comprehensive explanation of the CFPSS, including its ‘Purpose’, ‘Application’ and the ‘Personnel Selection Authorities’. Further, this policy sets out the elements and purpose of the CF Selection Model (CFSM) to include: general cognitive ability testing, personality testing, a person-job-fit measure, selection methodologies, and finally, other psychological testing and measures used for specific occupations (in some special cases, as identified by the job analysis process, e.g., Aircrew Selection).

Along the same thought, the *Identification of assessment needs* and the *Assessment services recommendations* for applicant ‘Reliability Screening’ (RS) and the ‘Medical’ come from different authorities. In fact, “(...) Treasury Board *Policy on Government Security* (PGS)

¹⁹² Coast Guard Force Readiness Command.

¹⁹³ *Ibid.*, 2-1.

¹⁹⁴ National Defence and the Canadian Armed Forces, CFRG/GRFC BG-2007.03.

¹⁹⁵ National Defence and the Canadian Armed Forces, *DOAD 5002-5*, Para 2.3.

outlines the requirements for security in the Government of Canada and its departments.”¹⁹⁶ As indicated in the *DOAD 2006-0 Defence Security*, the Director General Defence Security (DGDS) “(...) has the authority to develop and issue DAODs and other instruments relating to security.”¹⁹⁷ Similarly, the need to assess an applicant’s health “(...) is intended to detect medical conditions which are incompatible with military service.”¹⁹⁸ This step of the CAF Recruiting Process is generally conducted at the CRFC/Dets and “CMP has the authority to develop and approve policy concerning universality of service.”¹⁹⁹ It is not

the responsibility of the CFRG staff to assess and deem the applicant ineligible. It is the responsibility of a health care professional (a civilian physician approved by the RMO, a CF medical officer, a CF physician assistant Reg F, QL 6B or a selected QL6 A medical technician Reg F trained) and the RMO to determine if an applicant meets the minimum medical requirements.²⁰⁰

The last component of the *Pre-assessment Procedures*, the *Assessment Services Agreement* includes all the specifications of the assessment that will take place.²⁰¹ In consideration as to what is divulged to the prospect/applicant in terms of ‘how the assessment results will be used’ and the risk assessment, this information is available on-line. As an example, on the *Apply Now* page, *Step Four: Medical Exam*, the candidates can find statements indicating:

¹⁹⁶ National Defences and the Canadian Armed Forces, *DAOD 2006-0 Defence Security*, last modified 13 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-2000/2006-0.page>.

¹⁹⁷ *Ibid.*

¹⁹⁸ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Para. 4.8.0 Enrolment Health Assessment.

¹⁹⁹ National Defence and the Canadian Armed Forces, *DAOD 5023-0 Universality of Service*, last modified 15 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5023-0.page>.

²⁰⁰ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Para. 4.8.0 Enrolment Health Assessment.

²⁰¹ For the complete list, see: ISO 10667-2(E), Para. 4.3 Assessment services agreement.

- the nature of the assessment (“The medical exam is a health questionnaire and a physical exam, followed by a review of your medical files.”);²⁰²
- the purpose of the assessment (“This exam makes sure you are physically ready for military training and service.”);²⁰³
- how the results will be used (“(...) all information will be treated with confidentiality);”²⁰⁴ and,
- if desired by the applicants, the optional attendance of a witness: “If you would be more comfortable, you may ask for a third party or chaperone to be present during the exam.”²⁰⁵

4.3. The Assessment Delivery

The *Assessment Delivery* includes seven identifiable steps: a) planning the assessment; b) informing the relevant stakeholders; c) conducting the assessment; d) interpreting the results; e) preparing and providing reports; f) providing feedback; and g) continuous evaluation of the assessment process.²⁰⁶

This section will provide an overview of the CAF Recruiting Process that pertain to the assessment only, which consists of ‘Prospect testing’ (i.e., Age, Citizenship and Education (ACE), the Canadian Forces Aptitude Test (CFAT), the personality test (Trait-Self Description Personality Inventory TSD-PI) and the Pre-Enrolment Substance Use Questionnaire (used to

²⁰² National Defence and the Canadian Armed Forces, *FORCES.CA, Apply Now – Step Four: Medical Exam*. Additional details such as “You should be prepared to answer questions about past and current illness, medications including dosage, among other things. The second part is the physical exam performed by qualified and licensed military medical staff or a civilian doctor. They will measure your height and weight, and then evaluate your vision, colour perception and hearing.” is also disclosed.

²⁰³ *Ibid.*

²⁰⁴ *Ibid.*

²⁰⁵ *Ibid.*

²⁰⁶ ISO 10667-2(E), Para 5.1 Steps.

assess applicant's Non-Prescribed Drugs (NPD) consumption),²⁰⁷ and the 'Applicant Assessment' (i.e., Interview, Medical and Reliability Screening (RS)). (See Annexe 2)

4.3.1. Assessment Delivery - Planning the Assessment

Once more, CFRG is not entirely responsible for *Planning the assessments* for recruiting. This sub-phase of the *ISO 10667 - Assessment Delivery* includes the *Assessment plan* itself, the *Security*, the *Assessment participants' rights* and *Data protection*.

4.3.1.1. Assessment Plan and Security

The *ISO 10667 - Assessment plan* covers but is not limited to: the identification of individuals to be assessed, requirements for testing (i.e., people, materials and facilities), competency of testers, equity in the treatment of all groups, assessment procedures and test cut-off scores. *Security*, in this context, refers to the responsibility for the service providers to "(...) keep secure all assessment material and data that are within its control."²⁰⁸

Some of the information regarding the *Assessment plan* for recruiting is captured in the DAOD 5002-1, *Enrolment*. With respect to the *Assessment plan*, this policy stipulates that:

Applicants for enrolment should:

1. possess an aptitude for learning;
2. have valued, applicable skills;
3. be motivated to commit to a CAF career; and
4. exhibit characteristics, values and work attitudes necessary for service in the CAF.²⁰⁹

²⁰⁷ The Pre-Enrolment Substance Use Questionnaire was introduced in early 2000 in accordance with the CMP Instruction 14/06. It has been administered as part of the Recruiting Process and the procedures have been documented in the Recruiting Process Manual and the Recruiting Handbook. This phase is commonly referred to as NPD.

²⁰⁸ ISO 10667-2(E), Para 5.2.1 Assessment plan.

²⁰⁹ National Defence and the Canadian Armed Forces, *DAOD 5002-1 Enrolment*, last modified 13 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5002-1.page>.; National Defence and the Canadian Armed Forces, *QR&Os: Volume I - Chapter 6 - Enrolment and Re-Engagement*, last

This directive is also governed by the *Queen's Regulations and Orders (QR&O) 6.01 Qualifications for Enrolment* and provides de details of the eligibility criteria for the CAF in terms of:

- a. citizenship;
- b. good character;
- c. minimum age; and
- d. current and former service in the CAF, other military force or the Royal Canadian Mounted Police (RCMP).²¹⁰

Together, they constitute the heart of CAF Recruiting requirements for *ISO 10667- Assessment plan*. Further, the term 'good character' has been explicitly defined and operationalized:

An applicant is required to be of good character by:

1. attaining an enhanced reliability status in accordance with the *National Defence Security Policy*;
2. being willing to comply with CAF policies concerning alcohol-related misconduct, sexual misconduct, harassment, drugs and racism; and
3. not having an outstanding obligation under the judicial system.

An outstanding obligation under the judicial system includes situations such as an applicant:

1. awaiting a court date for a trial on a criminal charge or sentencing; or
2. not having completed the terms of a sentence, e.g. probation or parole.²¹¹

In accordance with the directive, CFRG has the responsibility to verify applicants' ACE (i.e., meet Age, Citizenship, and Education requirements) and that they are of good character.

As such, these policies set the foundation of the *Assessment plan* for the RS (including the NPD). First, the

(...) Reliability Screening is a systematic method of confirming that an individual can be expected to be reliable and trustworthy in the performance of duties and in the protection of assets and interests of the Department of National Defence and its personnel.²¹²

modified 8 August 2014, <http://www.forces.gc.ca/en/about-policies-standards-queens-regulations-orders-vol-01/toc-06.page>.

²¹⁰ *Ibid.*

²¹¹ *Ibid.*

²¹² CFRG, *Canadian Forces Application Procedure* (Borden, Version 4).

The RS is assessed and finalized during the *Applicant Assessment* phase; however, it is initiated during the *Prospect Testing* phase by completion of official forms with the assistance of recruiting staff.²¹³ In addition, the recruiters are responsible to identify Pre-Enrolment Security Clearance requirements, which consist of the early “identification of individuals who, if enrolled, could present a threat to national security or find their employment restricted due to security clearance limitations.”²¹⁴ The information gathered for the purpose of RS “(...) will enable the Department of National Defence to conduct all background checks, including a Criminal Record Name check and Credit Check.”²¹⁵ As part of this assessment, the CAF will also conduct reference checks to determine “(...) whether the individual has been honest, trustworthy, and reliable for a reasonable period of time.”²¹⁶ Using a separate questionnaire, NPD is assessed during the *Prospect Testing* phase; however, it also constitutes an element of RS. Failure to meet any of the RS components will halt the recruiting process. The details of the *Assessment Plan* for the RS are described in the *WI – Reliability Screening Processing Procedures*.²¹⁷ One last important consideration for the RS assessment is the security of data collected: the requests for a Criminal Record and Name Check (CRNC) and background check are conducted via a Web Security Clearance Processing System (WebSCPS).²¹⁸

The *Prospect Testing* phase is comprised of two tests - the CFAT and TSD-PI. MPC is the authority for these tests’ *Assessment plan* and *Security*. More specifically the Director

²¹³ See: National Defence and the Canadian Armed Forces, *FORCES.CA, Step six: Reliability Screening* and Annexe 3.

²¹⁴ Canadian Army and Military Personnel Command, 4.

²¹⁵ *Ibid.*

²¹⁶ *Ibid.*

²¹⁷ Canadian Forces Recruiting Group (CFRG), WI 3.3.4.15, *Reliability Screening Processing Procedures* (CFB Borden: CFRG Quality Manual, 10 Feb 2016).

²¹⁸ “A query based on the name and date of birth of an applicant used to determine the possible existence of a criminal record.” In: *Ibid.* The CRNC and background check is contracted to an external agency and this process takes on average 5 days.

Personnel Generation Requirements (DPGR) is the “(...) policy authority for personnel selection development, advice and support”,²¹⁹ that includes issuing recruiting and selection policies. DPGR-4 is the “(...) technical authority for the personnel selection process and practice”;²²⁰ responsible to maintain the control of psychological testing, issue selection directives (i.e., Personnel Selection Directives (PSD)) that are evidence-based, and ensure the effectiveness of the recruiting selection model. This means that the *Assessment Plan* for the CFAT and the TSD-PI is managed at the DPGR level; and, because they are responsible for the research and validation of the tests, they also decide the cut-off scores that CFRG use in the Recruiting process.

Currently, the CFRG Standards Recruiting Personnel Selection Officer (RPSO) is responsible for

(...) issuing and monitoring standards, specifically, for: recruiting and selection practices, report writing and scoring procedures in recruiting centres and detachments; and ensuring quality control of CFAT testing and security at recruiting centres and detachments; conducting standards visits with unit PSOs to ensure that appropriate selection tests, measures, reports and procedures are in compliance with CFRG recruiting directives and other directives issued by the DPGR 4.²²¹

At the CFRC/Dets, qualified Test Administrators (TA) are responsible to administer and monitor the CFAT and the TSD-PI. The requirement for the *Security* of these tests is critical. If compromised (i.e., duplicated, placed on the internet or lost), the entire CAF selection system could be jeopardized; this is why the access to all test material is tightly controlled. To lessen the risk of compromise, the adherence to strict testing practices and necessary test security protocols

²¹⁹ National Defence and the Canadian Armed Forces, *DAOD 5002-5 Canadian Forces Personnel Selection*, Para. 2.7.

²²⁰ *Ibid.*

²²¹ *Ibid.*, Para. 5.1.

have long been enforced.²²² Under the governance of the PSEL Branch, the PSDs represent the official directives that explicitly describe all the methods and procedures to assess people (i.e., cognitive and psychological testing, assessment center and interviews). The PSDs are protected documents that detail the standards for the CFAT and the TSD-PI (to include test delivery, the qualification of the personnel authorized to administer and monitor the testing, the security of the tests and the cut-off scores).

The *Applicant Assessment* phase is comprised of several steps (e.g., medical and interview). At this point, only the typical process will be described.²²³ As previously mentioned in this chapter, the medical is under the authority of the Directorate General Health Services (DGHS) with CFRC/Dets being responsible to conduct the medical assessment. Hence, the *Assessment plan* and the *Security* for the Medical is not the responsibility of CFRG. DGHS, in compliance with *DOAD 5023-0 Universality of Service*,²²⁴ has established the plan for the medical evaluation of all applicants and the *Security* of this assessment is governed by the medical professional code of conduct.

One important component of the *Applicant Assessment* is the interview. The need to conduct a selection interview in the CAF has long been documented.²²⁵ The *Assessment Plan* for interviewing is extensively described in the *PSD 102 – Assessment Procedures* and reiterated in *WI - Suitability Assessment and Selection Interview Process*;²²⁶ together, they provide the rationale, substantiation for and the interview method/procedure. CAF personnel conducting the

²²² National Defence, A-PM-241-001/FP-001, *Personnel Selection Services Manual* - Mod 1 - 1993-03-10, Ch 1 – 1993-03-10, Chap. 6.

²²³ In some instances (e.g., some specific occupations or when certain conditions needed to be further investigated), there are provisions for additional assessments such as PLAR, Assessment centers, RMO Approval, etc.)

²²⁴ National Defence and the Canadian Armed Forces, *DAOD 5023-0 Universality of Service*.

²²⁵ National Defence, A-PM-241-001/FP-001, *Personnel Selection Services Manual*, Chap. 8.

²²⁶ CFRG, WI 3.3.4.13.

recruiting interview are referred to as Military Career Counsellors (MCCs). In most cases, an MCC is an officer²²⁷ who has completed extensive training²²⁸ before being certified to conduct interviews, assess NPD use and counsel applicants. MCCs are required to use structured interview protocols.

4.3.1.2. Assessment Participant's' Rights and Data Protection

The *Assessment Participant's' Rights* refer to the service provider responsibility to treat the participants with respect and to ensure that procedures are in place to deal with complaints and appeals. The *Assessment Participant's Data Protection* is the ISO 10667 section that specifies that all assessment data collected has to be processed with the appropriate level of confidentiality.²²⁹

First, CAF members are professionals that accept the values and ethics of the *DND and CF Code of Values and Ethics*; as such, it is expected that all military members perform their duty in compliance with the following principles:

1. RESPECT THE DIGNITY OF ALL PERSONS
2. SERVE CANADA BEFORE SELF
3. OBEY AND SUPPORT LAWFUL AUTHORITY (...)

For CF members, the DND and CF Code of Values and Ethics is promulgated by virtue of the CDS' authority under the *National Defence Act*. It complements the values and ethics that constitute the Canadian military ethos reflected in the *Queen's Regulations and Orders*, as well as CF customs and practices, and should

²²⁷ Under certain conditions, other ranks may be considered based on training and experience. Because certain conditions are in place to ensure that the MCC certification remains current (i.e. maintaining an active role as a MCC and conducting interviews on a regular basis), it is preferred that MCC responsibilities are conducted by personnel on full time service (Res F or Reg F).

²²⁸ The residential MCC course is delivered by CFTDC (10 days) twice a year and is followed by an On-job training (OJT) at the local CFRC (3 to 6 months full time). See: Canadian Forces Training Development Center, *Military Career Counselor Qualification Standard* (Canadian Defence Academy, CFB Borden, 2015).

²²⁹ ISO 10667-2(E), Para 5.2.3 Assessment participants' rights and 5.2.4 Assessment participants' data protection.

be read in conjunction with *Duty with Honour: The Profession of Arms in Canada*.²³⁰

Obviously, the first ethical principle speaks to the need to treat others with respect. The expected behaviours that apply to this principle are enunciated in the *Code* and offer additional guidance “(...) to ensure that all decisions and actions are taken in the public interest.”²³¹ They are listed as follow:

At all times and in all places, DND employees and CF members shall respect human dignity and the value of every person by:

- 1.1 Treating every person with respect and fairness.
- 1.2 Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.
- 1.3 Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.
- 1.4 Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration and respectful communication.

Of note, CFRG has taken action to ensure that ‘respect of applicant’ is valued by the organization and considered a priority. For instance, CAF philosophy is reflected in the *CAF Recruiting Doctrine* by stressing the importance of the military ethos as described in *Duty with Honour: The Profession of Arms in Canada*.²³² Even before these publications, Recruiting Directive (RD 03/06) provided guiding principles of Customer Service that included the expectations for recruiting staff to demonstrate professionalism, courtesy (at all times) and honesty. Moreover, the notions of discrimination and harassment are discussed during the interview; to enroll in the CAF, applicants must demonstrate an understanding of the policy and declare that they are willing to conform to it.²³³ At this point, the applicants are also informed of

²³⁰ National Defence, 978-1-100-20916-6, *Department of National Defence and Canadian Forces – Code of Values and Ethics- Defence Ethics Programme*, 9.

²³¹ *Ibid.*

²³² CFRG, *Canadian Armed Forces Recruiting Doctrine*, 5.

²³³ National Defence and the Canadian Forces, *DOAD 5012-0 – Harassment Prevention and Resolution*, last modified 10 October 2015, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5012-0.page>. See also: CFRG, WI 3.3.4.13, Attachment 9-CAF Drug Policy, Attachment 10- CAF Harassment Policy, Attachment 11- CAF Alcohol Policy.

the code of conduct and are invited to sign an agreement (See Annexe 4). Lastly, the *DAOD 5002- 1, Enrolment* is the policy in place that ensures Recruiting compliance with relevant Canadian laws:

Applicants are assessed through tests, interviews and other methods that comply with:

1. the *Canadian Charter of Rights and Freedoms*;
2. the *Canadian Human Rights Act*;
3. the *Employment Equity Act*;
4. the *Official Languages Act*; and
5. recognized psychological and statistical principles.²³⁴

With respect to the process in place to receive and process applicant complaints, there are multiple avenues to do so. “A complaint against the recruiting system may be lodged by any individual who feels that he or she has been subjected to a discriminatory practice based on any of the prohibited grounds.”²³⁵ Applicants can lodge complaints in person at a CRFC/Dets or in writing. At the unit level, CFRC Commanding Officers are “(...) responsible to ensure that all client complaints and concerns are addressed as quickly as possible, at the appropriate level, and that all circumstances relating to them are well documented.”²³⁶ For complaints that are addressed directly to higher authorities, the CFRG has established procedures documented in WIs and the Process Manual to ensure fast, fair and the adequate level of response required.²³⁷

With respect to the *Data Protection*, the CAF, as a government institution, has the responsibility to ensure that all personal information and data collected is processed in a secured

²³⁴ National Defence and the Canadian Forces, *DOAD 5002-1*, Para 2.4.

²³⁵ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Para 9.1.1 Human Rights Inquiries.; The process to respond to the complaints have been established and documented in the RHB, the RPM and the WIs. As an example: “When a recruiting related complaint is lodged with the Canadian Human Rights Commission (CHRC), it is eventually referred to Director Human Rights and Diversity (DHRD) for investigation and reply on behalf of DND. These, like Ministerial Inquiries (MINQUIRIES), are considered to be priority tasking and, as such, must be actioned without delay.” In: *Ibid*.

²³⁶ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Para 2.1.5 g.

²³⁷ Need a REF – WAITING for CFRG to respond to email

manner and in conformity with the Canadian *Privacy Act*.²³⁸ In compliance with higher regulations, CFRG has a directive outlining procedures for the release of personal documents and information to applicants.

Under the provisions of the Act, an individual may request access to personal documents held by a government agency. This request may be done either informally or formally. An informal request may take the form of an applicant asking for a copy of personal information on his/her file, or access to it (supervised). In that government agencies are deemed to be open, honest, and transparent, CFRC's should endeavor to release information to applicants.²³⁹

The *Forces.CA* page also states:

Personal information of applicants is treated as sensitive information. The information you provide as part of the application process, as well as the identity of the sources, is protected under the Government of Canada's Access to Information Act and the Privacy Act.²⁴⁰

This statement also includes a link to the legal documents. Of note, all recruiting staff has received training on this topic.

4.3.2. Assessment Delivery – Informing Assessment Participants

This section of the ISO 10667 Assessment Delivery includes four components:

- 1) Provision of information;
- 2) Enabling assessment participants to prepare for the assessment;
- 3) Informed consent; and,
- 4) Confidentiality and anonymity.²⁴¹

First, the *Provision of Information* as per ISO 10667 requirements shall include at least the following: the reasons and the process of the assessment, how the data will be used, how to obtain help dealing with the assessment, and finally the procedures to file a grievance and/or an appeal on the results. As previously mentioned, the *Forces.CA* website provides the vast majority

²³⁸ Minister of Justice, R.S.C. 1985, c. P-21, *Privacy Act*.

²³⁹ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Para 9.1.2 Privacy Act Request.

²⁴⁰ National Defence and the Canadian Armed Forces, *FORCES.CA, Step six: Reliability Screening*.

²⁴¹ ISO 10667-2(E), Para 5.3 Assessment delivery – Informing assessment participants.

of this information. Help and assistance from recruiting staff is also available. As the applicant progresses through the recruiting process, each assessment phase is formally introduced, described and the applicants' participation is always voluntary. As an example, the CFAT is the first test to be administered. To ensure that applicants are well aware of the assessment nature and purpose, many sources of information are provided: 1) the *Forces.CA* page describes the test and include a link to do a practice test; 2) once the application has been received and accepted, an email is sent inviting the applicant to "(...) contact your local recruiting center to make an appointment to take the aptitude test,"²⁴² then, 3) an email is sent to the applicant to confirm the appointment. Each instance constitutes an occasion to obtain information about the CFAT. On the day of the CFAT, applicants receive standardized procedures that introduce the test (i.e., its duration and purpose) and at this time, applicants are given the opportunity to postpone this assessment if they feel they are not ready or if circumstances exist that would hinder their performance. Of course, they are informed that this assessment is mandatory in order to continue the recruiting process. All assessments conducted for the recruiting purpose are treated as confidential and are subject to the *Privacy and Access to Information Act*. These laws are explained on several occasions to applicants during the Recruiting Process and assessment results are shared only with authorized personnel.

4.3.3. Assessment Delivery – Conducting the Assessment & Using Results

Conducting the Assessment and *Using the Result* are the two components that probably come to mind when thinking of *Assessment Delivery*. These ISO 10667 sub-phases refer to the responsibility of the service provider to ensure that:

²⁴² National Defence and the Canadian Armed Forces, *FORCES.CA, Apply Now*.

- assessment administrators are qualified (i.e., to conduct and/or monitor the assessment, to analyse the data and to provide interpretations of the results);
- standardized procedures for the delivery are followed, this implies the need to provide details on the procedures for each assessment method (i.e., verification of participants' identity, technical and personal problems, security of assessment materials – accounted for at the end of each assessment session); and,
- appropriate conditions are established for the assessment delivery.

The Recruiting Process is comprised of many assessments and depending on the situation, different assessors are involved in this phase. As mentioned previously, one of the assumptions is that recruiting staff have received proper training to perform their duties, that they are qualified and maintain certification(s) related to their functions, and that periodic verification of their performance is conducted. By doing so, CFRG is not only exercising due diligence but is demonstrating compliance to recognized professional standards (e.g., CPA and CCPA).

The procedures for the delivery of standardized tests (i.e., CFAT and TSD-PI) are officially documented and provided in directives that are available to the test administrators and PSEL Officers. MCCs also adhere to the WI that details interview procedures (this includes the conditions for the interview, materials, note taking, etc.).²⁴³ Again, counselling and selection interviews are described in the PSDs/WIs and MCCs must comply with the protocols for the conduct and scoring of interviews.²⁴⁴

The Medical and Reliability Screening are assessments conducted by a client (as per the ISO 10667 definition) on behalf of CFRG. The results of the Medical assessment are used to

²⁴³ CFRG, WI 3.3.4.13.

²⁴⁴ *Ibid.*

determine the applicants' eligibility for the CAF and suitability for specific MOSIDs. The portion of the RS that is conducted by recruiting personnel involves data collection from the applicants. With the exception of the Pre-Enrolment Substance Use Questionnaire, the forms are sent to an external agency for analysis (e.g., currently, reference checks are contracted out to Garda.). In both cases, the results of the assessment (favorable or not) are returned to the CRFC/Dets for use. The procedures describing how to use the RS assessment results for the purpose of selection are documented in *WI - Reliability Screening Processing Procedures*.²⁴⁵ The granting authority for RS is CFRG/CFRC/Dets. A well-established process to deal with adverse applicant information is in place and only qualified personnel can make a determination as to whether or not to grant RS.²⁴⁶

The first assessment that is performed during the recruiting process is a verification of a-c-e. On the home page of the *FORCES.CA* website, general information about the organization and *Who can apply* are presented.²⁴⁷ In reality, anyone can submit an application once they have created their GC Key account, therefore an assessment of initial eligibility (age, citizenship and education (a-c-e)) has to be conducted. Of note, this often occurs before having any interaction with the prospect; as a result, it is implied that the prospect understands and agrees to this portion of the assessment. This verification of a-c-e is based on self-report information provided on the E-Application form.²⁴⁸ "All online employment applications are managed by the Applicant Management Cell at CFRG HQ until files are complete and ready to be considered for

²⁴⁵ CFRG, WI 3.3.4.15. See also: CFRG, WI 3.3.4.13.

²⁴⁶ *Ibid.*

²⁴⁷ National Defence and the Canadian Armed Forces, *FORCES.CA, Apply Now – Getting Started*. The requirements are listed and comply with the *QR&O Chapter 6 - Qualifications for Enrolment*. See: National Defence and the Canadian Armed Forces, *QR&Os: Volume 1 - Chapter 6 - Enrolment and Re-Engagement*.

²⁴⁸ National Defence and the Canadian Armed Forces, *DAOD 5002- 1, Enrolment*, last modified 13 October 2013, <http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5002-1.page>.; Note: a-c-e is verified later in the process – through official documentation.

processing.”²⁴⁹ In other words: Application processing is conducted centrally by a small team of trained recruiters with expertise in eligibility assessment. At this step, CFRG also identifies and eliminates duplicate (some submit several) and fake applications. Lastly, they identify members with previous service who will require a Prior Learning Assessment Recognition (PLAR) and potentially waivers for re-enrolment depending on their reason for release. With respect to applicants with previous experience, it is important to identify the need to conduct a PLAR early as it can result in extensive processing delays and an increase in queries or grievances related to pay and qualifications granted if not correctly processed. This application management team has proven to be highly efficient and reliable and this phase is usually conducted in less than two days. Definitely, the centralized approach to assess *Applications* and initial eligibility reduces the risk of errors since personnel are fully dedicated to this duty. For ineligible prospects, since no official documentation from the applicant has been received, there is no requirement to open a document folder (referred to as CF 50). This concludes the first step of the Reg F Recruiting Process – *Application Processing*.

Upon successful completion of this phase, CFRG sends an email to the applicant asking them to contact the “(...) local recruiting center to make an appointment to take the aptitude test.”²⁵⁰ The prospect is also informed that the following official documentation will be required:

- Birth Certificate
- Government Issued Photo Identification
- Proof of education (transcripts)
- Personnel Screening, Consent and Authorization Form
- Personal Data Verification Consent Form²⁵¹

²⁴⁹ National Defence and the Canadian Armed Forces, *FORCES.CA, Apply Now – Getting Started*.

²⁵⁰ National Defence and the Canadian Armed Forces, *FORCES.CA, Step Two: Make an Appointment*.

²⁵¹ *Ibid.*

This documentation is used to officially confirm A-C-E (i.e., confirm that what was reported on their application was accurate). At this point, all information collected on the prospect is protected. As noted in the previous section, the participants' rights throughout the CAF Recruiting Process are always explicit, presented in writing and discussed with staff as required, and that participation in the assessment process is voluntary – candidates can cease the process at any time.

4.3.4. Assessment Delivery – Reports & Feedback

The ISO 10667 requirements with regards to reporting indicate that the service provider shall ensure that:

- (...) reports are prepared in forms that consistently and appropriately detail the scores, interpretations and results of the assessment;
- computer-generated reports are used appropriately with due regards for the technical qualities and limitations of those reports;
- those responsible for reporting include a clear summary and, when relevant, specific recommendations (...).

The assessment participants shall have been notified about who will have access to reports of their results, what future uses might be made of the results and when, how and for how long their data will be stored, notwithstanding any additional requirements relating to national data privacy legislation.²⁵²

All applicant data collected during the recruiting process is recorded in a protected database; each applicant has a file created within Canadian Forces Recruiting Information Management System 2 (CFRIMS 2). The recruiting process is comprised of different assessments to determine applicant eligibility and suitability. As such, the decision to continue the recruiting process is conditional on the results of key and most often sequential assessments. To justify the selection or the rejection of an applicant, the MCC has the responsibility to enter a note into CFRIMS 2

²⁵² ISO 10667-2(E), Para 5.6 Assessment delivery – Preparing and providing the reports.

and to produce a report referred to as the DND 2790.²⁵³ This report may be used in to defend selection decisions in the event of a challenge or dispute (e.g., a complaint filed in accordance with the *Canadian Charter of Rights and Freedoms*, a ministerial enquiry, grievance, etc.).²⁵⁴

An applicant can be rejected during the recruiting process for various reasons, the most common being:

- 1) The prospect does not meet the basic eligibility requirements. In this case, prospects are counselled as to why they are not eligible as well as how they can achieve eligibility (e.g., complete required education requirements).
- 2) The candidate does not meet the minimum cut-off scores for the CFAT and TSD-PI. Following the administration of the tests, results are analyzed immediately. Applicants are counselled by MCCs as to their results and are informed of re-test policies.
- 3) The candidate does not meet the Medical requirements. If the applicant is eligible for the CAF but unsuitable for his/her chosen occupation (since each MOSID have different medical categories), an MCC will conduct a counselling session to provide information on occupations for which they may be accepted. In case of ineligibility, applicants are counselled and informed that should their medical condition change, that they can be reconsidered.
- 4) The candidate does not meet the RS requirements – applicants are counselled as to why RS was not granted and what they need to do to be reconsidered for enrolment. Should they disagree with the RS decision, an appeal process exists.
- 5) The candidate is caught cheating or lying. That an applicant is cheating and or lying during the recruiting process raises concerns about his/her honesty, reliability and trustworthiness. For these

²⁵³ The DND 2790 is a standardized selection report that is governed by the *PSD 103 – DND 2790 Selection Assessment Report*.

²⁵⁴ Canadian Forces Recruiting Group Headquarters, *Recruiting Canadian Forces – Recruiting Handbook*, Chapter 5 – Suitability assessment, Para. 5.3.0.9.

reasons, the candidate will be interviewed by an MCC. Following the interview, the decision will be recorded into CFRIMS 2. In the case that the candidate is found unsuitable, a Report DND 2790 will be produced indicating the justifications. At this point, the file will be closed for a period of time depending on the circumstance.

6) The candidate is found eligible but not suitable (e.g., during the selection interview, the MCC – and the applicant – can come to the conclusion that the individual is not “(...) suitable for military life in general, or does not have the required skills for the chosen occupational group.”²⁵⁵ The justification of the selection decision, in this case the rejection of the application, must be recorded.

Applicant processing and data entry into CFRIMS 2 is shared responsibility between CFRG and the CRFC/Dets. The results of favourable assessments determine how a file will be processed. For instance, all applicants that meet ACE requirements are invited to take the CFAT, TSD-PI and complete the NPD screening. Once completed, and it has been determined that the NPD is satisfactory, the CFAT and TSD-PI results are forwarded to CFRG HQ for review. The HQ then assembles an applicant list by occupation being applied for that is based solely on CFAT/TSD-PI results. That CFRG has insufficient resources to fully process all applicants, only those with the best test results are selected for further processing. For every position available, three files are generally selected for further processing. For those applicants not selected, they are given several options. First, if they just missed the cut-off, they are advised that they can “wait out” to determine the success rates of those already selected – the chance being that CFRG may be required to process some additional candidates based on voluntary attrition or failure rates of those undergoing additional processing. Second, applicants are advised to consider other

²⁵⁵ *Ibid.*

occupations for which their test results may increase their probability of being selected for further processing. For those applicants whose test results are of a nature that they would not be found competitive enough for any occupation, they are informed of re-test policy and counselled in terms of how to improve their chances for being selected in the future. In accordance with PPD 102, an applicant assessment is valid for one year.

When an applicant is determined to be Suitable and Competitive, they will be attached to the merit list for selection. Under normal circumstances, the applicant shall be selected and made an offer for enrolment. However, there will be situations when an applicant is awaiting selection for a longer period of time, as a result of the lack of MOSID vacancies or is less competitive than other applicants. If an applicant has remained on the merit list for a period of one year, since the initial assessment, then they must undergo a full re-assessment.²⁵⁶

With regards to the *Assessment delivery – Providing feedback section*, the service provider has to notify the participant, “(...) prior to the assessment process whether or not feedback will be provided, the nature of the feedback, if any, and how it will be provided.”²⁵⁷ Also, the service provider shall ensure that “(...) a competent person is made available to discuss results with the assessment participants (...).”²⁵⁸ As discussed in this chapter, at each phase of the recruiting process the applicant has received prior notice of the nature of the assessment. For each assessment, applicants are also debriefed by qualified personnel and the interaction that takes place is also recorded in CFRIMS 2 for later reference.

4.3.5. Assessment Delivery – Evaluating the Assessment

Lastly, the evaluation of the assessment itself is a practice required by ISO 10667 to ensure that there is ongoing monitoring assessments made (i.e., “that the evaluation criteria remain relevant, (...), that the legal defensibility (...) is maintained, (...) the purpose of the

²⁵⁶ *Ibid.*, Para. 5.3.0.

²⁵⁷ ISO 10667-2(E), Para 5.7 Assessment delivery – Providing feedback.

²⁵⁸ *Ibid.*

assessment has remained unchanged, (...) the appropriate use of the method and equity of treatment of all relevant sub-groups).”²⁵⁹ As mentioned before, because CFRG is not responsible for the *Evaluating the assessment*, this section will not be addressed.

4.4 The Post-assessment Review

The final stage of ISO 10667 is the *Post-assessment Review*. This stage encourages the service provider to carry out a review of the assessment delivery. This includes:

- a) those parts of the assessment that went as planned and those that did not (...);
- b) collection, integration, storage and destruction of data and results during all assessment stages (...);
- c) opportunities to improve the efficiency and/or effectiveness of the assessment;
- d) procedures used for integration of assessment data (...).

For the most part, the RPSO is responsible to conduct periodic assessment reviews of the various CRFC/Dets by conducting Staff Assisted Visits (SAV) (excluding the assessment review of the Medical). During SAVs, the RPSO verifies compliance with testing and interview protocols as well as file management and CFRIMS 2 data entry. In addition, CFRG has trained auditors both at the HQ and CFRC/Dets level that conduct audits on adherence to WI processes.

²⁵⁹ ISO 10667-2(E), Para. 5.8.2 Periodically reviewing the assessment.

5. TOWARD STANDARDIZATION

As mentioned in Chapter Three, although ISO develops International Standards, it does not provide certification. On the ISO official website, it is recommended to carefully choose a certification body and make sure that: a) it uses the relevant standard, and b) it is accredited and conforms with the national accreditation body applicable to the country the organization is seeking certification.²⁶⁰ The accredited ISO 10667 certification agency for Canada that is recognized by the Standards Council of Canada (SCC) is SGS. In order to obtain and maintain the ISO 10667-2:2011 certification, SGS proposes the following sequence of action:

- Step A – SGS provide a tailored proposal
- Step B – Optional pre-audit to ensure the organisation is ready and to identify any potential gaps
- Step C – Stage 1 audit to review the appropriate documents such as procedures, guidelines etc.
- Step D – Stage 2 audit to carry out an onsite audit to assess compliance against procedures, guidelines etc.
- Step E– Surveillance visits. This is at prescribed intervals, normally annual
- Step F – Recertification visit²⁶¹

The effort required for the first two steps encompass the majority of the labour and can be time consuming, especially if the methods and procedures used to assess people have not been previously subjected to an internal standardization process. Clearly, the CFRG has made a tremendous effort to consolidate recruiting practices and develop standards for the procedures and methods used to assess people for the purpose of selection and enrolment in accordance with federal laws, policies and directives. As a service provider, CFRG has the responsibility to ensure that its documentation, used for internal use and external distribution to clients and participants of the assessment process, conforms with the ISO structure. CFRG also has to communicate the roles of each party during the assessment process. As an example and where a

²⁶⁰ ISO, *ISO Certification*.

²⁶¹ SGS, 3.

client²⁶² is involved, CFRG must develop a MOU with the client that includes a statement to the effect that they will comply and conform to ISO 10667. Where the client is not using ISO 10667-1, the service provider “(...) should inform the client of these best practices and encourage the client to act according to ISO 10667-1 (...)”²⁶³.

Following the structure of ISO 10667-2, the next sections provide CFRGs current ability or progress to achieve, if so desired, ISO 10667-2:2011 certification.

5.1.1. Agreement Procedures Requirements

With respect to the first stage of ISO 10667, explicit agreements should be in place between the service provider and clients. ISO also indicates that “(...) such documentation can be a formal written contract or an informal agreement with a written acknowledgement by the client accepting the service provider’s proposals, terms and conditions.”²⁶⁴ As previously noted, CFRG has already established formal agreements with its clients in the form of MOUs. CFRG has demonstrated what is expected from SGS in terms of ‘collaborative work with client’ to agree on “(...) scope, details, duration, IP, costs etc.”²⁶⁵ In order to comply with the requirements for ISO certification, CFRG will have to review their MOUs to ensure it includes the relevant information regarding the service, the respective responsibilities and obligations of each party, and more specifically, amend these documents to include the obligation to conform to ISO 10667.

²⁶² As per the ISO definition, a client is an external agency that is responsible to conduct assessments on behalf of CFRG/CFRC/Dets.

²⁶³ ISO 10667-2(E):2011. Para 0.3 Intended users of ISO 10667.

²⁶⁴ *Ibid.*, Para. 3 Agreement procedure.

²⁶⁵ SGS, 2.

As detailed in Chapter Four, the initial agreement procedures for prospects to be assessed as applicants, processed for selection, and eventually enrolled are available online and can be further discussed, if so desired, with a recruiter either by phone, e-mail or by visiting a recruiting detachment. It should be noted that although CFRG provides the necessary information, there is no guarantee that it has been read and/or properly understood. That said, during the assessment procedure (i.e., the selection interview and enrolment process), applicants are required to acknowledge understanding of several CAF policies and basic training requirements.

5.1.2. Pre-Assessment Procedures Requirements

For this phase, the service providers shall:

- review the assessment needs communicated by the client and determine appropriate assessment procedures and methods to meet those needs (...); and,
- make recommendations and add information regarding the assessment provided to the client. These recommendations can be a supporting documentation of the technical quality and utility, explanation of how the assessment results will be used or legal and regulatory issues together with security and protection of intellectual property rights.²⁶⁶

The findings of the analysis conducted in this study indicate that the *Identification of assessment needs* and the *Assessment services recommendations* are the responsibility of authorities other than CFRG. That said, CFRG has ensured the application of practices to support these needs and recommendations. On review, CFRG appears to have provided all the necessary documentation to provide justification in terms of the need for assessment with the intent to select and enroll. Also, the recommendations for the methods/procedures used for the purpose of assessment are in accordance with legal obligations and professional standards. Finally, in terms of the *Assessment services agreement*, even prior to making contact with a CRFC/Det, candidates are provided with sufficient information from a variety of sources (i.e., online or by

²⁶⁶ ISO 10667-2:2011(E), Para 4.1 Identification of assessment needs.

contacting a recruiter). In addition, throughout the recruiting process and before the beginning of each phase, the applicant is informed of the assessment to be performed and that participation is voluntary.²⁶⁷

5.1.3. Assessment Delivery Requirements

The *Assessment delivery* includes seven steps. The first step – *Planning the assessment* is further subdivided into five components.²⁶⁸ The findings highlighted in our analysis suggest that the details of the recruiting process in terms of the *Assessment Plan* and the *Security* (as defined in *ISO 10667 Assessment delivery* stage) involve different levels of authority with CFRG being only one of many stakeholders. MPC is the formal authority. To achieve standardization objectives, MPC has to ensure that the Canadian Forces Health Services (CFHS) and the Director General Defence Security (DGDS) are involved in the assessment planning phase, at the very least to establish the policies for CFRG to implement. As a consequence, communication between the various stakeholders is of prime importance. Taking this into consideration, it appears that all the requirements for ISO 10667-2:2011 certification have been officially published. For example, the requirements and the security associated with the assessment of RS are explicit and conform with the QR&O and National Defence Directives; further, CFRG has put in place WIs to clearly address how to apply national policies and directives. As a result, it can be assumed that CFRG would meet the ISO requirements for *Assessment plan* and *Security* and the documentation in place appears to be ready for an external audit.

²⁶⁷ Each assessment phase conducted at CFRC/Dets or on their behalf is governed by ‘standardized’ specific WIs.

²⁶⁸ The five components are: Assessment plan, Security, Assessment participants’ rights, Assessment participants’ data protection and specifying feedback. See Chapter Four for details.

With respect to the *Assessment participants' rights* and *Data protection*, the third and fourth components of *Planning the assessment*, recruiting is compliant with federal laws (i.e., *Privacy Act*). The CFRG reinforces compliance by providing recruiting staff guidance in terms of formal centrally published internal directives (i.e., WIs, Processing Manual, etc.). CFRG also ensures that recruiting staff is screened, selected and trained to conduct their duties. At this point, the documentation that CFRG will have to produce to meet the ISO requirements seems to sufficient enough to meet the standard. The last component of *Planning the assessment*, *Specifying feedback*, refers to the agreement between the service provider and the client. This was not analysed in the scope of this study; in order to assess the CFRG preparedness against this component, an examination of the existing MOUs is required.

The second *Assessment delivery* stage pertains to the *Information* provided to relevant stakeholders. The website *Forces.CA* is only one of the means available to the applicants to obtain information about the recruiting process; this alone could meet the requirements for the provision of information that is communicated to the assessment participants. On numerous occasions, the participants are informed of the assessments that have to be conducted in the recruiting process and how to prepare for them. The process is always voluntary and confidentiality policies are expressed. Upon examination of the information provided to applicants, it appears that the general steps of the recruiting process are clearly presented and explained. There is however one assessment that is not mentioned on the *Forces.CA* website: the Pre-Enrolment Substance Use Questionnaire, used to assess applicant's NPD consumption. It could be argued that it constitutes a sub-component of the *Step Six – Reliability Screening*; nonetheless this portion of the recruiting process could be perceived by an external audit as lacking transparency. With the exception of NPD, information pertaining to the assessment

provided to participants appears to be available for an audit. To consolidate all the *Information to relevant stakeholders*, CFRG could also explore the possibility to define the roles and responsibilities of each party involved throughout the recruiting assessment process. It is recommended that CFRG consider using the U.S. Coast Guard Force Readiness Command's Testing SOPs as a template to formulate this portion of the ISO requirement.²⁶⁹

Third, the analysis conducted against the *Assessment delivery – Conducting the assessment phase* indicated that many assessors are involved in the Recruiting process. For instance, some assessments are conducted by specialists (i.e., the medical); as such they are also responsible for all of the remaining steps of the *Assessment delivery* which includes the *Interpretation of the results*, the *Provision of reports and feedback* to the candidates and, lastly, they perform the *Continuous evaluation of the assessment process*. Therefore, this analysis could not assess the preparedness for an ISO audit, but it could be assumed that, because they belong to a recognized professional body, it would exceed the requirements. With respect to cognitive and personality testing, it is administered by qualified TAs. As pointed out by the *College of Psychologists* in Australia, in

(...) many of the high volume basic occupational testing contexts, the administration and scoring of tests is a relatively routine function that does not require the higher level of skill that registered psychologists are deemed to possess. A well trained and appropriately supervised test administrator can perform this function well, regardless of psychology qualifications.²⁷⁰

Finally, MCCs play a critical role in the assessment of applicants. MCCs are directly involved in four of the seven steps of the *Assessment delivery*. They conduct the assessment, mainly through a standardized interview. They are also responsible to assemble applicant information collected during the recruiting process (to include what has been assessed by clients – i.e. GARDA),

²⁶⁹ Coast Guard Force Readiness Command.

²⁷⁰ The Australian Psychological Society, 2.9.

interpret the results, and determine the eligibility and suitability of applicants for enrolment. It is their responsibility to prepare selection reports and provide the feedback to the applicants on the results of their assessments. As previously mentioned, MCCs must obtain the necessary qualifications and certification to perform their duties.

At this point, and during the entire recruiting experience, if a prospect/candidate would like to tender a complaint, it seems obvious that the first level would reside with the CRFC/Dets directly. In these cases, CFRG has established WIs procedures to respond. In the case that a prospect/candidate would like to lodge a complaint in writing, it was noted through the conduct of this study that the information on how to do so and where to address it was not easily accessible. On the *Forces.CA – Contact Us* page, the information on ‘How can we help you?’ – *Talk to a recruiter* and *Assistance needed with an application* are the only two options.²⁷¹ In addition, the Office of the Information Commissioner of Canada is responsible to receive formal complains under the *Access to Information Act*.²⁷² As such, anyone

(...) who feels that an information request was not properly handled by a federal institution may ask the OIC to investigate the issue. Typical reasons for making complaints include processing delays, denial of information, fees required, and official language concerns.

Remember that the OIC is also subject to the ATIA. Anyone who believes that an access request submitted to us was improperly handled is entitled to make a complaint about our handling of an information request. To ensure the integrity of the complaints process, the Commissioner has appointed an outside source – an ad hoc Information Commissioner - to conduct investigations into any complaints about the OIC.²⁷³

It is expected that this information is made available to prospects/applicants if needed.

²⁷¹ National Defence and the Canadian Armed Forces, *Forces.CA - Contact Us*.

²⁷² Office of the Information Commissioner of Canada, *Lodging a Complain*, last modified 07 April 2014, <http://www.oic-ci.gc.ca/eng/lc-cj-logde-complaint-deposer-plainte.aspx>.

²⁷³ *Ibid.*

The last component of the *Assessment delivery* is *Evaluating the assessment*. As previously explained in Chapter Four, this ISO requirement is assumed by higher authorities than CFRG, with the exception of the *Ongoing monitoring of the assessment*. The RPSO is responsible to conduct SAVs to ensure the quality of the assessment process. Compliance with recruiting standards and the quality of the assessments performed are periodically evaluated by specialists (PSel Officers). CFRG has maintained proper documentation on this practice and would be able to present it for an audit if required by SGS.

5.1.4. Post-Assessment Procedures Requirements

Finally, the last stage of ISO 10667, the *Post-assessment procedure*, is conducted in accordance with MPC's directives. It is expected that CFRG could produce the documentation for an audit of this stage. It is also possible that an external audit may request the higher authority to provide additional justifications for this section.

6. CONCLUSION

The CAF recruiting system has historically achieved its objectives in terms of generating and enrolling sufficient numbers of applicants to meet CAF intake requirements. As detailed in *Canadian Armed Forces Recruiting Strategic Level Guidance: An Evolving Landscape*, CFRG has recognized that in order to continue to meet ever fluctuating personnel intake requirements as well as meet Canadian legislative and societal expectations, it must continue to evaluate and refine its practices. To this end, CFRG established several objectives to ensure congruence with future intake demands and expectations. Of primary interest to this paper, was the objective to “continue to develop and improve the recruiting system to ensure it remains effective, relevant,

responsive and practical”.²⁷⁴ The underlying intent of this objective was to utilize new technologies, improve upon the applicant experience and reduce applicant processing time. Inherent to this objective was the desire to achieve greater efficiencies through the centralization of some key recruiting functions – notably moving to national vice regional or detachment level selection. In doing so, the importance of standardization of applicant processing and assessment gained greater importance. To select nationally, required a degree of confidence that applicants were being treated and assessed the same regardless of where in Canada they applied and/or which detachment processed them. A lack of standardization could no longer be tolerated.

It had long been recognized that CFRG has had limited success in terms of the standardization of its processes. Struggles to the achievement of standardization have been attributed to a multitude of reasons, most notably:

- a. communications - given the absence of adequate recruiting documentation and/or the continued reliance on outdated or obsolete reference material (i.e., the RHB and RDs);
- b. the geographic dispersion of recruiting centers - given the location of detachments requires that they often work in isolation (the detachments operate across six time zones);
- c. staff rotations and detachment size - that there is no recruiting profession, CFRG must replace and train on average 25% of its staff each year. In addition, in smaller detachments, personnel are often required to be responsible for several functions (i.e., be generalists vice being responsible for a specific function); and,

²⁷⁴ CFRG, *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*, 24.

- d. that specific local conditions, often declared as being unique to their location, force them to deviate from established practices.

While many of the above reasons held merit in the past, they can no longer serve as justification for not moving toward standardization. The ramifications of limited standardization in terms of making fair and correct selection decisions that meet legislative and societal requirements can no longer be dismissed.

Without argument, however, the longstanding absence of clear direction, (i.e., articulated step by step instructions on how to conduct the various recruiting processes), has forced recruiting detachments to develop their own methodology. Even within detachments, differential practices resulted. Change was required. That the selection of applicants shifted to a national vice regional or detachment level along with the desire to ensure fairness in hiring/selection decisions, amplified the need to ensure that all applicants were treated and assessed consistently. The need to standardize recruiting processes appears to be a shared priority of both the CFRG HQ and CFRC/Dets.

Although CFRG has long recognized the need to achieve improved standardization, it has had little success over the years. In recognition of the myriad of processing inconsistencies, CFRG initiated its standardization efforts with the creation of the Recruiting Process Manual (RPM) and the writing (in process but estimated at 90 percent complete²⁷⁵) of WIs that provide the step by step detail of each recruiting process that will help to achieve standardization, ‘if applied’, to recruiting practices. If applied, refers to the notion that some personnel are resistant to change and would prefer to continue to process applicants in familiar ways. To address this

²⁷⁵ Work instructions are living documents that must be updated as required to be consistent with CAF policy and/or for other reasons – most notably resource limitations (e.g., the order in which applicant processing steps are conducted).

reality, CFRG initiated a means to allow recruiting personnel (from CFRC/Dets and CFRG HQ) to raise observations on WIs to not only improve the written steps, but make suggestions to improve the process (i.e., a system of continuous learning and improvement has been created). In other words, all recruiting personnel have the opportunity and *voice* to identify, recommend and effect change. In addition, CFRG introduced a SAV and audit process that is designed to ensure compliance with established WIs. The SAV/audit processes serve to identify major deviations from approved processes that could seriously jeopardize the assessment of applicants or impact negatively on the credibility of recruiting services; these observations have to be addressed immediately. Minor observations are generally simple in nature and have little impact on key assessment or selection practices, but nonetheless, requires compliance. The detachment or the process owner of the WI has defined time periods to achieve compliance. The audit process also permits the opportunity to raise *suggestions* that will be considered for implementation.

CFRG's initiatives toward standardization are certainly in alignment with the *ISO 10667 - Assessment service delivery* methodology and the *ISO 9000 Principles*. The introduction of the RPM and its associated WIs plus the introduction of the SAV/Audit/Observation processes have provided the first meaningful effort. No longer can failures in communications, the geographical dispersion of detachments, or even staff churn be used as justification to not achieve standardization. The RPM is founded on the principles of ISO 10667. This paper has evaluated how well CFRG measures up in terms of achieving compliance with ISO standards. Overall, CFRG through its recent efforts has closely paralleled, knowingly or not, ISO requirements. For example, CFRG/CRFC/Dets provides a standardized package for applicants to prepare for recruiting assessments (i.e. the *Forces.CA* website). Gaps however still exist. For example, to achieve greater compliance with the ISO model will require CFRG to:

- a. Information provided to the applicant with regards to the RS, more specifically the NPD;
- b. The roles and responsibilities of all parties involved with the assessment of people in the recruiting process be more clearly defined; and,
- c. The MOUS be reviewed to include the requirements for clients to be aware and incorporate ISO 10667.

Once CFRG has taken the necessary steps to comply with ISO 10667-2 standards, it makes intuitive sense to determine whether certification is possible. That the groundwork has been completed, the prudent next step would be to seize opportunity where available and benefit from advantages that result from ISO accreditation. Obtaining ISO 10667-2:2011 certification will take effort and time. The benefits of anchoring CFRGs efforts to a well-recognized internationally recognized framework could result in several benefits. Certification, to name a few, will:

- provide evidence to confirm that recruiting practices conform to established industry standards;
- that recruiting processes are well defined and standardized, greater assurance that all applicants are indeed treated in a similar and consistent fashion;
- provide additional insight and guidance on the rights and responsibilities of each party involved (i.e. the service provider, the clients and the assessment participants);
- allow CFRG to have greater confidence in selection decisions – especially if additional substantiation is required if hiring decisions are disputed;
- help facilitate CFRGs doctrine of transitioning to a more client focused approach; and,

- help answer questions and recommendations raised from external sources (e.g., CRS, Auditor General, media, applicant queries, etc.).

6.1. Recommendations.

It is recommended that:

- a. CFRG continues to advance its standardization efforts largely through continued work on the RPM and further refinement of the SAV/Audit process;
- b. CFRG continues to promote the message to its personnel on the need for standardization and why it is critical;
- c. CFRG validates the gaps to achieving ISO compliance; and,
- d. CFRG determines whether or not obtaining ISO accreditation would enhance its status as a professional organization.

BIBLIOGRAPHY

Canada. *Chief of the Defence Staff Guidance to the Canadian Armed Forces*, (Ottawa: National Defence, 2013).

American National Standards Institute (ANSI). *About ANSI*.
http://www.ansi.org/about_ansi/overview/overview.aspx?menuid=1.

Beckert, Kent. *De Facto Standards in Information Systems: Definition & Overview*. Chapter 1 - Lesson 17. Online Business Course at study.com. <https://study.com/academy/lesson/de-facto-standards-in-information-systems-definition-lesson-quiz.html>.

Bundeswehr. *List of Standards – Military Standards*. Last modified 27 November 2014.
http://www.baainbw.de/portal/a/baain/!ut/p/c4/FctBCoBACAXQG_n37TpFTTsNEWF0Ygi7fsVbPxz4JJcb3z6SO3a00xd5SJg9qXQai1KOGZqF7Q_d0DRxRawv_JPgWg!/.

Camara, Wayne. “ISO Planning to Develop International Standards on Testing in the Workplace.” *The Industrial-Organizational Psychologist* 45, no. 2 (2007).

Canada. Canadian Army and Military Personnel Command. *Service Level Agreement between the Canadian Army and Military Personnel Command Concerning Canadian Army Primary Reserve Recruiting*. Version 19 Dec 2015 Final (To be signed).

Canada. Canadian Forces Recruiting Group (CFRG), *Canadian Armed Forces Recruiting Doctrine*. Ottawa: Department of National Defence, 2013.

Canada. Canadian Forces Recruiting Group (CFRG). *Strategic Level Guidance: An Evolving Landscape – Canadian Armed Forces Recruiting*. Ottawa: Department of National Defence, 2013.

Canada. Canadian Forces Recruiting Group (CFRG). WI 3.3.4.13. *Suitability Assessment and Selection Interview Process*. CFB Borden: CFRG Quality Manual, 10 Feb 2016.

Canada. Canadian Forces Recruiting Group Headquarters. *Recruiting Canadian Forces – Recruiting Handbook*. National Defence: Borden, CFRG, 2010.

Canada. Canadian Forces Recruiting Group Headquarters. *Recruiting Process Manual (RPM)*. National Defence: Borden, 2015.

Canada. Canadian Forces Training Development Center. *Military Career Counselor Qualification Standard*. Canadian Defence Academy: CFB Borden, 2015.

Canada. Department of National Defence. A-PA-005-000/AP-001 2003, *Duty with Honour: the Profession of Arms in Canada*. Ottawa: DND Canada, 1995.

Canada. Department of National Defence. *Military HR Strategy 2020: Facing the People Challenges of the Future*. Ottawa: Canada Communications Group, 2002.

Canada. Government of Canada. *Terms and Conditions*. <http://www.forces.gc.ca/en/terms-conditions.page>.

Canada. Government of Canada. *Welcome/Bienvenue - National Defence and the Canadian Armed Forces*. <http://www.forces.ca/>.

Canada. Minister of Justice. R.S.C. 1985, c. A-1. *Access to Information Act*. Ottawa: Minister of Justice, last amended on 30 July 2015 - current to 28 March 2016.

Canada. Minister of Justice. R.S.C. 1985, c. H-6. *Canadian Human Rights Act*. Ottawa: Minister of Justice), last amended on 1 November 2014 - current to 28 March 2016.

Canada. Minister of Justice. R.S.C. 1985, c. 24 (4th Supp.). *Canadian Multiculturalism Act*. Ottawa: Minister of Justice, last amended on 1 April 2014 - current to 28 March 2016.

Canada. Minister of Justice, S.C. 1995, c. 44. *Employment Equity Act*. Ottawa: Minister of Justice, last amended on 1 November 2014 - current to 28 March 2016.

Minister of Justice. R.S.C. 1985, c. N-5. *National Defence Act*. Ottawa: Minister of Justice, last amended on 1 June 2015 - current to 28 March 2016.

Canada. Minister of Justice. R.S.C. 1985, c. 31 (4th Supp.). *Official Languages Act*. Ottawa: Minister of Justice, last amended on 23 June 2015 - current to 28 March 2016.

Canada. Minister of Justice, R.S.C. 1985, c. P-21. *Privacy Act*. Ottawa: Minister of Justice, last amended on 30 July 2015 - current to 28 March 2016.

Canada. National Defence, 978-1-100-20916-6. *Department of National Defence and Canadian Forces – Code of Values and Ethics- Defence Ethics Programme*. Ottawa: National Defence, 2012.

Canada. National Defence, A-PM-241-001/FP-001. *Personnel Selection Services Manual*. Mod 1 - 1993-03-10. Ch 1 – 1993-03-10.

Canada. National Defence. *Canada First Defence Strategy*. Ottawa: Government of Canada, Department of National Defence, 2008.

Canada. National Defence, *Canada First Defence Strategy*. Ottawa: Government of Canada, Department of National Defence, 2013.

Canada. National Defence. *Department of National Defence - Report on Plans and Priorities 2008-2009*. Ottawa: Department of National Defence.

Canada. National Defence. *Director General Audit - Audit of Force Reduction Program*. Ottawa: National Defence, Chief Review Services, January 1997.

Canada. National Defence. *News Release - Minister Sajjan Launches Public Consultations on Defence Policy Review*. 6 April 2016 – Ottawa – National Defence / Canadian Armed Forces.

Canada. National Defence and the Canadian Armed Forces. BG 10.008, *ARCHIVED – Recruiting and Retention in the Canadian Forces*. Ottawa: Government of Canada, Backgrounder / 4 May 2010.

Canada. National Defence and the Canadian Armed Forces. CFRG/GRFC BG-2007.02, *ARCHIVED - Joining the Canadian Forces: The Recruiting Process*. Ottawa: Government of Canada, Backgrounder / 8 February 2007. Last modified 7 November 2013.

Canada. National Defence and the Canadian Armed Forces. CFRG/GRFC BG-2007.03, *ARCHIVED – Canadian Forces Recruiting Group (CFRG)*. Ottawa: Government of Canada, Backgrounder / 9 May 2007. Last modified 7 November 2013.

Canada. National Defences and the Canadian Armed Forces. *DAOD 2006-0 Defence Security*. Last modified 13 October 2015.

Canada. National Defence and the Canadian Armed Forces. *DAOD 3009-0 Quality of Materiel and Services*. Last modified 13 October 2015.

Canada. National Defence and the Canadian Armed Forces. *DAOD 4003-0 Environmental Protection and Stewardship*. Last modified 13 October 2015.

Canada. National Defence and the Canadian Armed Forces. *DOAD 5002-0 Military Personnel Requirements and Production*. Last modified 3 November 2015.

Canada. National Defence and the Canadian Armed Forces. *DAOD 5002-1 Enrolment*. Last modified 13 October 2015.

Canada. National Defence and the Canadian Armed Forces. *DOAD 5002-5 Canadian Forces Personnel Selection*. Last modified 13 October 2015.

Canada. National Defence and the Canadian Forces. *DOAD 5012-0 – Harassment Prevention and Resolution*. Last modified 10 October 2015.

Canada. National Defence and the Canadian Armed Forces. *DAOD 5023-0 Universality of Service*. Last modified 15 October 2015.

Canada. National Defence and the Canadian Armed Forces. *Defence Renewal Overview*. Last modified 11 March 2016. <http://www.forces.gc.ca/en/about/defence-renewal.page>.

Canada. National Defence and the Canadian Armed Forces. *Defence Renewal Plan Summary*. Last modified 7 October 2013. <http://www.forces.gc.ca/en/about/defence-renewal-plan.page>.

Canada. National Defence and the Canadian Armed Forces. *FORCES.CA – Canadian Armed Forces Jobs Home*. <http://www.forces.ca/en/home>.

Canada. National Defence and the Canadian Armed Forces. *FORCES.CA, Personnel Selection Officer – On the Job*. http://www.forces.ca/en/job/personnelselectionofficer-66?olvPlayer=100.007s&module=cue_66_2.

Canada. National Defence and the Canadian Armed Forces. *Naval Engineering Test Establishment*. <http://www.forces.gc.ca/en/business-engineering-test-facilities/naval-index.page>.

Canada. National Defence and the Canadian Armed Forces. NR-00.020, *ARCHIVED - 25 Canadian Forces Supply Depot Receives ISO 14001 Certification*. Ottawa: Government of Canada, News Release, 22 February 2000.

Canada. National Defence and the Canadian Armed Forces. *Technical Airworthiness Authority (TAA) Advisories, 2006-06 NDT Technique Development*, <http://www.forces.gc.ca/en/business-regulations-technical-airworthiness/advisories-2006-06.page>.

Canada. National Defence and the Canadian Armed Forces, *Chief of Military Personnel*. Last modified 11 February 2016. <http://www.forces.gc.ca/en/about-org-structure/chief-military-personnel.page>.

Canada. National Defence and the Canadian Armed Forces. *Department of National Defence and the Canadian Armed Forces - Report on Plans and Priorities 2014-15*.

Canada. National Defence and the Canadian Armed Forces. *Department of National Defence: 2015-2016 Report on Plans and Priorities – Section 1- Organizational Expenditure Overview*. Ottawa: Government of Canada, Department of National Defence.

Canada. National Defence and the Canadian Armed Forces. *Policies and Standards*. Last modified 3 September 2015. <http://www.forces.gc.ca/en/about-policies-standards/index.page>.

Canada. National Defence and the Canadian Armed Forces. *QR&Os: Volume I - Chapter 6 - Enrolment and Re-Engagement*. Last modified 8 August 2014.

Canada. Office of the Auditor General of Canada. *2006 May Status Report of the Auditor General of Canada - Chapter 2—National Defence—Military Recruiting and Retention*. Last modified 16 May 2006.

Canada. Office of the Information Commissioner of Canada. *Lodging a Complain*. Last modified 07 April 2014.

Canada. Ombudsman National Defence and Canadian Forces. *ARCHIVED - Military Ombudsman Seeks Input on the Canadian Forces Recruiting System*. 10 October 2007 Statement. Last modified 30 August 2013. <http://www.ombudsman.forces.gc.ca/en/ombudsman-news-events-media-letters/seeking-input-recruiting-system.page>.

Canada. Ombudsman National Defence and Canadian Forces. *The Canadian Face behind the Recruiting Targets: A Review of the Canadian Forces Recruiting System – From Attraction to Enrolment*. Canada: DND/CF Ombudsman, June 2006.

Canada. Park, Jungwee. Statistics Canada — Catalogue no. 75-001-X, *A Profile of the Canadian Forces*. Ottawa: Government of Canada, Statistic Canada, Perspectives, July 2008.

Canada. Speaker of the House of Commons. *Recruitment and Retention in the Canadian Forces - Report on the Standing Committee on National Defence*. Ottawa: Parliament of Canada, Public Works and Government Services Canada, March 2010 40th Parliament, 3rd Session, http://www.parl.gc.ca/content/hoc/Committee/403/NDDN/Reports/RP4393616/403_NDDN_Rpt02/403_NDDN_Rpt02-e.pdf.

“Canadian Party Leaders Debate. August 6 2015. REPLAY: Maclean's National Leaders Debate.” *Maclean's National Leaders Debate*, 2 February 2016. https://www.youtube.com/watch?v=hSf2__qpeGA.

Cargill, Carl and Sherrie Bolin. "Standardization: a Failing Paradigm." In *Standards and Public Policy*, edited by Shane Greenstein and Victor Stango. New York: Cambridge University Press, 2007.

Catano Victor Michael, Steven F. Cronshaw, Willi H. Wiesner, Rick D. Hackett, and Laura L. Methot. *Recruitment and Selection in Canada*. Toronto: International Thomson Publishing Nelson, 1997.

Catano, Victor, I. Jackson, and D. Macnamara. *A Framework for Effective Human Resource Management in the Canadian Forces*. Ottawa: HDP Report for the Department of National Defence, December 2000.

Catano, Victor Michael, Catherine Fitzgerald, Rick Hackett, Willi Wiesner, and Laura Methot. *Recruitment and Selection in Canada*. Cengage Learning, 2009.

CEB Recruiting Leadership Council and SHL Talent Measurement Global Assessment Trends. *The HR Guide to Smarter Volume Recruitment*. VolumeEbook- 042015 USeng, 2014. <https://www.cebglobal.com/shl/us/volume-recruitment/ebook/>.

COoperation Platform for Research And Standards (COPRAS). *Standardization guidelines for IST research projects interfacing with ICT standards organizations*. <http://www.w3.org/2004/copras/docu/D27.pdf>.

Davenport, Thomas H. "The Coming Commoditization of Processes." *Harvard Business Review* 83, no. 6 (2005): 100-108.

European Defence Agency. *EDSTAR Home page*. <https://edstar.eda.europa.eu/>.

International Organization for Standardization. ISO 10667-1:2011 (E), *Assessment Service Delivery -- Procedures and Methods to Assess People in Work and Organizational Settings -- Part 1: Requirements for the Client*. Geneva.

International Organization for Standardization. ISO 10667-2:2011 (E), *Assessment Service Delivery -- Procedures and Methods to Assess People in Work and Organizational Settings -- Part 2: Requirements for Service Providers*. Geneva.

ISO. *Canada (SCC)*.

http://www.iso.org/iso/about/iso_members/iso_member_body.htm?member_id=1619.

Kadian-Baumeyer, Kat. *ISO 9000 Certification*. Chapter 15 / Lesson 5. Online Business Course at study.com. <http://study.com/academy/lesson/iso-9000-certification.html>.

Lawrence, Anne. "Lessons Learned - When Two Worlds Join As One." *Royal Canadian Air Force Magazine*. Article / 11 July 2013 (Project number: 2013 - Issue 2).

Laumer, Sven, Christian Maier, and Andreas Eckhardt. "The impact of business process management and applicant tracking systems on recruiting process performance: an empirical study." *Journal of Business Economics* 85, no. 4 (2015): 421-453.

Meloche, Louis. *CFRG Business Plan FY 2014-2015* (National Defence: Canadian Forces Recruiting Group Headquarters, Borden, 28 August 2013).

Moreno, Juan A. "Interoperability and Standardization within NATO." PDF, *NATO Standards Agency*. http://www.thebolingroup.com/procurementpower/presentations/Moreno_JuanA.pdf.

Muenstermann, Bjoern, Alexander von Stetten, Sven Laumer, and Andreas Eckhardt. "The performance impact of business process standardization: HR case study insights." *Management Research Review* 33, no. 9 (2010): 924-939.

Muniz José, Ana Hernandez and Vicente Ponsoda. "New Guidelines for Test Use: Research, Quality Control and Security of Tests." *Papeles del Psicologo* 36, no. 3 (2015), 161-173.

Murphy, Craig N. and JoAnne Yates. *The International Organization Standardization (ISO) – The Governance Through Voluntary Consensus*. New York: Routledge, 2009.

Murphy, Shawn. *Report of the Standing Committee on Public Accounts - Chapter 2, National Defence – Military Recruiting and Retention of the May 2006 Report of the Auditor General of Canada*. Ottawa: House of Commons Canada, Communication Canada - Publishing, 2006.

Okros, Alan. "Becoming an Employer of Choice: Human Resource Challengers within DND and the CF." In *Public Management of Defence in Canada*, edited by Craig Stone, 141-194. Toronto: Breakout Educational Network, 2009.

Ottosson, Johanna and Caisa Stilling. *A Recruiters Best Friend – A Study of Standardized Assessments Services in the Workplace and its Impact on Recruitment and Selection*. Bachelor Thesis – Human Resource Management, School of Business and Economics, Småland - Linneaus University, Spring 2012.

Perry, David. *The Growing Gap between Defence Ends, and Means: The Disconnect between the Canada First Defence Strategy and the Current Defence Budget*. Ottawa: Conference of Defence Associations Institute, Vimy Paper 19, June 2014.
<https://www.cdainstitute.ca/images/PerryBudgetJune2014.pdf>.

Polisenska, Veronika. *News and announcements: From the EFPA Network of National News Correspondents*. American Psychology Association, 2013.

Rosemann, Michael and Jan vom Brocke. "The Six Core Elements of Business Process Management." In *Handbook on Business Process Management 1- Introduction, Methods, and Information Systems - Second Edition*, edited by Jan vom Brocke and Michael Rosemann. New York: Springer, International Handbooks on Information System, 2015.

Schaffmann Christa. "Internationale Norm für Eignungsbeurteilung veröffentlicht." *Pressemitteilung*, no. 19/11 (18 October 2011).

SGS. *How Can You Ensure that Assessment Service Provision Effectively Supports Organisational Objectives? ISO 10667 - Effective Assessment of People*.
<http://www.sgs.com/~media/Local/UK/Documents/Brochures/SGSSSCISO%2010667EN14.pdf>.

Sparks, C. Paul. "Specialty Standards for Industrial-Organizational Psychologists." In *The Professional Psychologist's Handbook*, edited by Bruce Dennis Sales J.D., 141-154. New York: Springer Science+Business Media, 1983.

The Australian Psychological Society. *Comments on The Consultation Paper on Options for the Protection of the Public posed by the inappropriate use of psychological testing issued by the Psychology Board of Australia – May 2010*. Melbourne: APS College of Organisational Psychologists, 11 August 2010.

The British Psychological Society. *Membership Standards Board (MSB): Annual Review 2011*.
<http://www.bps.org.uk/what-we-do/bps/governance/annual-report-and-review/annual-report-2011/membership-standards-board-2011>.

The British Standards Institution. *New standard highlights importance of assessments in successful recruitment decisions*. Press release - 26th January 2012.

Tregear, Roger. "Business process standardization." In *Handbook on Business Process Management 2*, edited by Jan vom Brocke and Michael Rosemann. Berlin: Springer, International Handbooks on Information system, 2010.

United States of America. Coast Guard Force Readiness Command. *Standard Operating Procedures (SOP) for the Coast Guard Training System – Vol 10 Testing*. Version 1.0 – April 2015. https://www.uscg.mil/forcecom/training/docs/SOP_Vol10_Testing_APR2015.pdf.

United States of America. NUMBER 4120.24, Department of Defence Manual. Last modified 24 September 2014, <http://www.dtic.mil/whs/directives/corres/pdf/412024m.pdf>.

Zaytseva, Anna. "Standardization in Innovation Policy and the European Integration – New Concepts for the World." Master Thesis - Master of Social Science in International and European Relations, Linköping University, 2011.

ANNEX 1 - The 8 Principles of ISO 9000

Referemces: Kat Kadian-Baumeyer, *ISO 9000 Certification*, Chapter 15 / Lesson 5, online Business Course at study.com, retrieved 15 April 2016, <http://study.com/academy/lesson/iso-9000-certification.html>; ISO, *ISO 9001:2015(E)*, vii.

Principle 1: **Customer focus** means to understand current and future customer needs related to products and services, develop ways to meet and exceed expectations.

Principle 2: **Leadership** involves a unity of purpose and direction by management to develop a fully-involved staff.

Principle 3: **Involvement of people** is to utilize employees' best talents.

Principle 4: **Process approach** involves directing work as a process by defining work activities, assigning responsibility and accountability to employees and having a system to analyze and measure the process in terms of risk to customers and suppliers.

Principle 5: **System approach to management** stresses the importance of interdependencies between processes and systems. Systems can be considered the ways things are done in an organization. These systems must align with the specific processes used to perform a task. This can involve analyzing processes to better understand and eliminate barriers to efficiency.

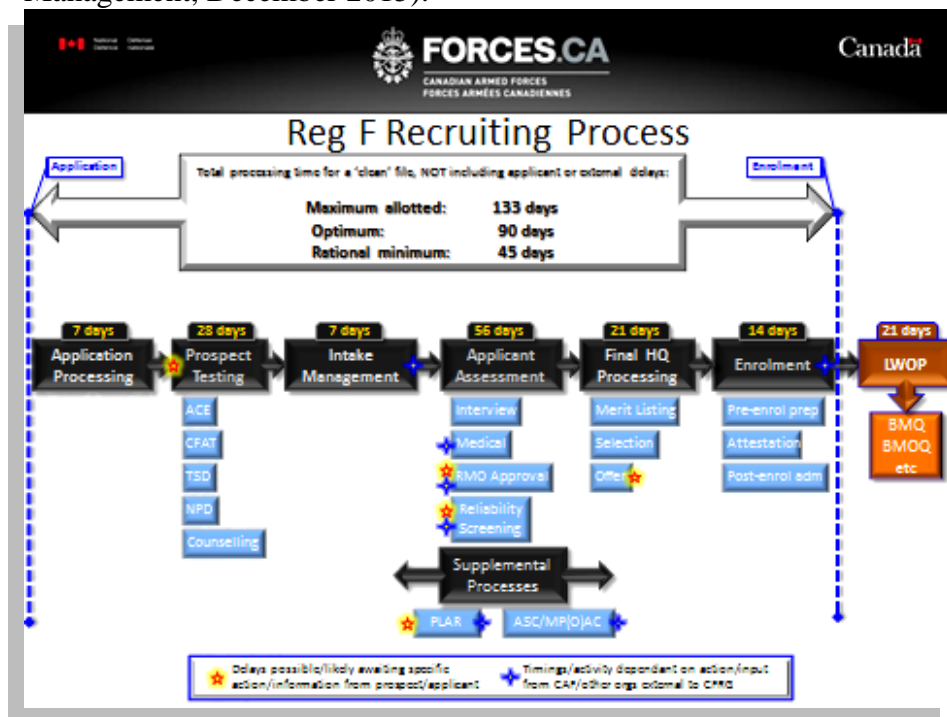
Principle 6: **Continual improvement** focuses on improving products, services, processes and systems through training, tracking improvements and recognizing those employees responsible for improvements. This is done on a continual basis. This means products and services, processes and even systems are always analyzed for efficiency and effectiveness.

Principle 7: **Factual approach to decision making** means to make accurate and reliable data and factual information available to decision makers and give decision makers autonomy to access and use data in their decision making. Decision makers are able to locate data easily and use the data to make improvements.

Principle 8: **Mutually beneficial supplier relationships** ensures that relationships are beneficial to both the organization and the supplier by creating a mutual value.

ANNEX 2 - The CAF Reg F Recruiting Process

Source: CFRG, *The CAF Recruiting Process: 'CFRG 2016'* (Borden: R7-1 Knowledge Management, December 2015).



CFRG HQ & AOR Tasks

	CFRG HQ/ROC	CFRC/AOR/DETACHMENT
Processing Sync: SRP, Recr Prod Plan Social Media: Participate in 2 social media channels CRM: Regular (bulk) e-comms with applicants; manage CRM platform/messaging	Prospect Mgmt: 'Small a.c.e.' (basic eligibility); off-ramps (prior svc, ROTP, etc)	Attraction: In person/telephone comms
	Intake Mgmt: Execute Recr Prod Plan; AOR capacity	1st Applicant Visit (Det Step 1): ID, 'Big A.C.E.', CFAT, TSD-PI, NPD, Pre-sec form <i>Re-orientation</i>
	National Processing: PLAR, ASC/MPAC	2nd Applicant Visit (Det Step 2): Interview, Medical, RS <i>Re-orientation</i>
	Selection: ML, 100% NSL; BMQ/BMOQ loading	Admin of ASC/MPAC travel, etc <i>Re-orientation</i>
	Offers: Create/tender/manage written offer; move/enrolment admin SMEs; QC	
		3rd Applicant Visit (Det Step 3): Travel/move coord (posting on enrolment); Prep enrol docs (from CFRIMS 2); Enrolment

ANNEX 3 – Canadian Forces Application Procedures

Source: CFRG, (Borden: COS , Version 4).



CF_ApplicationProce
dure.pdf

ANNEX 4 – Conduct of Behaviour Agreement for CF members

Source: CFRG, *Recruiting Handbook*, Annex J to Chapter 6.

SUMMARY OF RULES DEALING WITH CONDUCT AND BEHAVIOUR OF CANADIAN FORCES MEMBERS

All Canadian Forces members have the right to be treated fairly and with respect. This also means that members must treat each other with fairness and respect.

The Canadian Forces are committed to the equality of all people and to the dignity and the worth of every human being, without discrimination on any prohibited ground. They have policies which prohibit discrimination, personal or sexual harassment, and sexual misconduct. This includes improper behavior which is directed towards another individual based on personal characteristics, including race, color, ethnicity, religion, sex, sexual orientation, physical characteristics or mannerisms.

The Canadian Forces policies and rules deal with liability for destruction of public property or property of others, violence, abuse of alcohol, unauthorized absences, cruel and disgraceful behavior or conduct, ban on the use of drugs and mistreatment of others.

- ◆ **Home Recruiting:** Upon return to my community, I will endeavour to describe and explain the program to my peers, leaders, Elders and community members.
- ◆ **Financial Compensation:** As a result of successfully attending this course and committing to the Home Recruiting Initiative, I will be entitled to an amount not to exceed \$1,200.00. This will be paid on a prorated basis at the end of each week. If I withdraw before the course completion, I understand that I will receive only the prorated amount.

◆ **Agreement:**

- a. I have read, I understand and I accept this Statement of Understanding.

Applicant's Name: _____

Signature: _____ Date: _____

- b. I have explained the purpose of this Statement of Understanding and briefed the content of the relevant policies with regards to the conduct and behavior.

Military Career Counsellor's Name: _____

Signature: _____ Date: _____