

Canadian
Forces
College

Collège
des
Forces
Canadiennes



THE CAF HIGH-PERFORMANCE SPORTS PROGRAMME: A GAME PLAN FOR CAF RECRUITING

Lieutenant-Colonel Nathalie Birgentzlen

JCSP 45

Solo Flight

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, 2022

PCEMI 45

Solo Flight

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, 2022

CANADIAN FORCES COLLEGE – COLLÈGE DES FORCES CANADIENNES

JCSP 45 – PCEMI 45
2018 – 2020

SOLO FLIGHT

**THE CAF HIGH-PERFORMANCE SPORTS PROGRAMME:
A GAME PLAN FOR CAF RECRUITING**

Lieutenant-Colonel Nathalie Birgentzlen

“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.”

“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.”

The CAF High-Performance Sports Programme: A Game Plan for CAF Recruiting

“Able Seaman Yong is a stellar example of the highest level of military athlete in the Canadian Armed Forces (CAF). We are proud to be able to support her and her rigorous training. The PSP Fitness and Sports Program provides opportunities for our members to push themselves to excellence in their chosen sport.”¹

-Denis Gaboury, Manager, Canadian Armed Forces Sports / DFIT / Canadian Forces Morale & Welfare Services

What do LCol Sara Degan², Cpl Vincent Blais³, Cpl Jordan Stewart⁴ have in common? They represent diversity, opportunity, and talent. They are leaders and role models who project Canadian and Canadian Armed Forces (CAF) values on the national and international stage. They are high-performance sports members of the CAF Regular and Reserve Force. They serve their country all the while striving for excellence. They do so because of the sports program that exists within the CAF. The Canadian Forces Moral Welfare and Services (CFMWS) delivers the CAF sports program at the base, regional, national and international level. 25K members participate in CAF Sports Program of which approximately 2000 members actively compete in non-CAF events and where 160 members represent the CAF at international military sport competitions - the

¹ National Defence News Release, “Canadian Armed Forces Sailor Named International Military Athlete of the Year.”, 6 Mar 2019, accessed 31 May 2020, <https://www.canada.ca/en/department-national-defence/news/2019/03/canadian-armed-forces-sailor-named-international-military-athlete-of-the-year.html>

² LCol Sarah Degen, Volleyball, Regular Force, CAF Sports Facebook page, 25 May 2020, accessed 31 May 2020, https://www.facebook.com/pg/CAFSports/posts/?ref=page_internal LCol Sarah Degen joined the CAF through the Regular Officer Training Program (ROTP) while attending McMaster University. She played Varsity Volleyball, Sarah joined the CISM Women’s Volleyball in 2007. Competed in 3 Military World Games. Now co-Team Manager of the Women’s CISM Volleyball Team.

³ Cpl Vincent Blais, Triathlon, competed in Ironman Hawaii, CAF Sports Facebook page, 22 November 2019, accessed 31 May 2020, https://www.facebook.com/pg/CAFSports/posts/?ref=page_internal

⁴ Cpl Jordan Stewart, Taekwondo, Reserve Force, Bronze medalist 7th Military World Games 2019, currently deployed on Op LASER

Conseil International du Sport Militaire (CISM).⁵ CFMWS funds 10 different CAF CISM sports and extends its support to athletes who compete in high level events not represented at CISM. The CAF Sports program supports Strong Secure Engaged (SSE) Total Health and Wellness Strategy.⁶ But through its High-Performance Sports Program⁷ (HPSP), it is well positioned to contribute to other key SSE initiatives. A review of various departmental plans and directives revealed that the HPSP is not leveraged to address other priority SSE initiatives. This paper will demonstrate how the CAF HPSP can enable recruiting outcomes.

The Defence Policy Strong Secure Engaged released in 2017 directed improvements to CAF recruiting system: “The current system...does not effectively communicate the exciting and fulfilling employment opportunities offered by military service.”⁸ Further, recruiting efforts were to support strategic intent on having a CAF that was diverse and inclusive.⁹ Op GENERATION was launched in 2018 and responded to the strategic objectives outlined in SSE such as increasing the hiring of women to 25% “of the overall force”¹⁰ by 2026, increase Reg F by 3,500 (71,500) and Pres by 1,500 (to

⁵ Bruce, Ploughman, “NPP Board CAF Sport Update: Information Brief, ” 11 June 19, obtained from source 15 May 20.

⁶ Ibid.

⁷ For the purpose of this paper, the author categorizes CAF High-Performance Sports Program (HPSP) athletes are those that compete in CISM and/or civilian regional, national and international events. The CAF High-Performance Sports Program Team includes the coaches, managers, officials and trainers who support the athletes and the HPSP.

⁸ Department of National Defence. “Strong, Secured, Engaged: Canada’s Defence Policy”, 2017, 20

⁹ Ibid., 22

¹⁰ Ibid.

3,000)¹¹. At its core, Op GENERATION was ensuring CAF's ability to "attract" quality applicants that wished to join the military "for reasons beyond the purely rational search for employment."¹² As such Op GENERATION placed great emphasis on marketing the CAF as an "employer of choice".¹³ The plan's success would rely on the participation of all CAF and DND elements¹⁴ because it was recognized that "not all outreach activities [were] leveraged for recruiting purposes."¹⁵ Other than the Royal Military College Varsity sports program, the HPSP was not deliberately weaved into Op GENERATION's "attraction and marketing" scheme.¹⁶ There are two ways in which the HPSP can improve recruiting; the first is by raising the visibility of CAF through high-performance sports outreach and marketing activities and the second, is to specifically target athletes in order to enroll quality recruits.

Visibility

In 2016, a CAF Tracking Study was conducted and a review of this study discovered that familiarity with the CAF was limited:

¹¹ Department of National Defence, "Joint CDS/DM Directive: Operation GENERATION," 28 May 2018, accessed 9 April 2020, <https://collaboration-vcds.forces.mil.ca/sites/defenceanalytics/SSE/Shared%20Documents/FADG10-Military%20Personnel/eRecruiting/JOINT%20CDS-DM%20DIRECTIVE%20OPERATION%20GENERATION%20-%20DIRECTIVE%20CONJOINTE%20DU%20CEMD-SM%20OPÉRATION%20GÉNÉRATION.PDF#search=OP%20GENERATION>, 11

¹² *Ibid.*, 3

¹³ *Ibid.*, 11

¹⁴ *Ibid.*, 3

¹⁵ *Ibid.*, 10

¹⁶ Canadian Forces Recruiting Group staff, telephone conversation, 8-11 May 20.

In total, 44 percent described themselves as somewhat familiar with the CAF, 35 percent as not very familiar, and 13 percent as not at all familiar with Canada's military. Just nine percent claimed to be very familiar with the Canadian Armed Forces.¹⁷

CAF high-performance Taekwondo athletes who joined the Reserves between 2016 – 2019 echoed this finding. Interviews¹⁸ conducted with these athletes revealed that when they were approached by the CAF Taekwondo high-performance coach to join the CAF Reserves, they were not aware of the part-time employment opportunities in the military nor could they articulate the diverse nature of CAF roles or its operating environments. A review conducted in 2015 identified gaps in ADM(PA)'s engagement strategy therefore the 2017-2020 ADM(PA) Stakeholder Engagement Strategy highlighted the requirement for new stakeholders and engagement with new audiences, specifically youth and diversity groups,¹⁹ who could advance and influence strategic messaging. In re-defining the criteria for stakeholders that needed to be engaged, the ADM(PA) Engagement Strategy prioritized the following:

- They [stakeholders] have access to a large network of contacts, thereby potentially expanding DND/CAF reach with other stakeholders;
- They are perceived as credible and influential through their network, or have the potential to be;
- They express their opinions publicly and regularly participate in discussion forums;

¹⁷ Phoenix Strategic Perspective Inc, "Views on CAF 2016 Tracking Study," June 2016, accessed 16 May 2020, http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national_defence/2016/031-15-e/report.pdf

¹⁸ CAF Taekwondo high performance athletes, telephone conversations, 9 - 11 May 2020. CAF Taekwondo athletes are required to complete their military training and commit to unit activities as a condition for funding their participation in high level events.

¹⁹ Department of National Defence, Assistant Deputy Minister (Public Affairs), "Stakeholder Engagement: A National Strategic Plan 2017-2020," 8 February 2018, accessed 5 May 2020, <https://collaboration-admpa.forces.mil.ca/sites/ADMPA/SitePages/Home.aspx?RootFolder=%2Fsites%2FADMPA%2FPA%20Planner%2FDND%20and%20CAF%20PA%20Strategy%202018%2D2020&FolderCTID=0x01200072156DE868B9E346B419D9376E50B964&View={99B1A04D-C4F6-4050-A59B-DCEEDCD89791}> , 3

- They are influential members within designated groups identified in the CAF diversity goals; and
- They have a stated interest in DND / CAF or have the potential to develop such an interest.²⁰

CFMWS and the HPSP team are well placed to support the ADM(PA) Stakeholder Engagement Strategy and “demonstrate to Canadians why the CAF is an employer of choice”²¹ and “portray all aspects of the CAF to the Canadian public...”²²

The ADM(PA) Stakeholder Engagement Strategy directed the ADM(PA)’s Outreach Working Group (OWG) be re-instated “in an effort to improve collaboration across L1 organizations.”²³ CFMWS could assist ADM(PA) by supporting engagement and outreach activities that focus on “CAF diversity and recruitment goals”²⁴ through its HPSP. This would be facilitated by selecting HPSP team members to tell their story of their military experience through the lens of their involvement in high performance sports. The sports angle could draw the attention from an audience that is already attentive to a certain sport and use this forum to explain the athlete’s military employment. Selected athletes or team members could be “be considered for video engagements for use on social media in order to reach an even larger audience”²⁵ The selection of HPSP team members would depend on the demographics or communities to connect to such as multicultural, women or certain age groups (millennials or Generation

²⁰ Ibid., 6

²¹ Department of National Defence, Chief of the Defence Staff, “CDS Directive – CAF Public Engagement 2019,” 13 May 2019, accessed 9 April 2020, 8

²² Ibid., 8

²³ ADM(PA) Stakeholder Engagement Strategy, 4

²⁴ Ibid.

²⁵ ADM(PA) Stakeholder Engagement Strategy, 9

Z).²⁶ Specific attention to the youth²⁷ would be facilitated by the fact that within their sports community, high-performance athletes act as role models. Likewise, coaches and officials have influence with the youth and also can connect with Community-level influencers²⁸ such as parents, community leaders, teachers, but also sports teams, other coaches, etc. Outreach to these stakeholders by HPSP team members would generate a positive influence where CAF could be seen as the employer of choice highlighting the benefits of a career in the CAF²⁹ and that it is an organization that offers a sports program; a feature that is not deliberately used in recruiting strategies. Environments could equally apply this recruiting strategy to enhance visibility of the Reserve Force. Although some activities³⁰ leveraging high-performance athletes have been conducted to raise visibility of the CAF through sports, these were unique opportunities and were not connected to a larger implementation plan. HPSP athletes are natural recruiters and ambassadors who are well placed to attract targeted groups. Whether they take advantage of employment activities for CFRG as established in CANFORGEN 003/20³¹ or support their unit recruiting tasks, athletes represent the demographic spectrum needed for the

²⁶ Ibid., 9

²⁷ Department of National Defence, Assistant Deputy Minister (Public Affairs), “DND and CAF Public Affairs Strategy 2018-2020,” accessed 5 May 2020

²⁸ Ibid., 6

²⁹ Ibid. “Communications activities for high school youth aged 14-18 will also focus on positioning the Canadian Armed Forces as an employer of choice, highlighting education, training, language and financial benefits particularly at ages 16-18, when students are considering their post- secondary options. Youth aged 16-18 can join the Reserves in a variety of fields. They will also be guaranteed full-time employment for the summer months for their first four years if they choose it.”

³⁰ Video of OS Sherif Hassan and OS Khalid Hassan, Naval Reserves and CAF Taekwondo Team members, CAF Facebook page, 12 Apr 2019, accessed 29 May 2020.

https://www.facebook.com/pg/CanadianForces/posts/?ref=page_internal

³¹ CANFORGEN 003/20 CMP 002/20, “CANADIAN FORCES RECRUITING GROUP EMPLOYMENT OPPORTUNITIES APS 20”, 111443Z DEC 19

CAF. They also bring an extra edge to recruiting by advertising CAF's sports program and the opportunity to represent CAF and Canada internationally. One of the high-performance athletes interviewed³² stated that he was assigned as a recruiter for his unit and that his experience in the HPSP has been added to the unit presentation which has had a positive impact on the audience who were largely were not aware of the CAF's sports program. Regardless of the existence of CAF social media platforms, including CAF Sports Facebook page, knowledge of the CAF was limited.

The review of the CAF 2016 Tracking Study stated that 85% of Canadians did not follow Government of Canada social media accounts.³³ Interestingly, the focus group surveyed preferred to obtain information by accessing official government websites or through news media outlets.³⁴ One of the reasons why this group did not favour Government social medias was because they did not find the material interesting. HPSP team's social media networks are powerful tools to connect to target audiences such as youth, millennials, Gen Y, community-level influencers, and even businesses depending their followership and type of social media platform employed. CAF Sports has been actively posting stories featuring the accomplishments of many CAF athletes on its Facebook page and has achieved 8,8414 likes and 8,863 followers.³⁵ But the personal social media pages of the HPSP team members extends this reach. When AB Yvette

³² Bernard, Lorde (Cpl), telephone conversation with CAF Taekwondo athlete, 9 May 2020

³³ Phoenix Strategic Perspective Inc, "Views on CAF 2016 Tracking Study," 48

³⁴ Ibid.

³⁵ CAF Sports Facebook page, accessed 29 May 2020, https://www.facebook.com/pg/CAFSports/community/?ref=page_internal

Yong won the CISM 2018 Female Athlete of the Year award, the social media story initiated by CAF Sports was shared on various non-CAF sport social media pages such as Taekwondo Canada, the National Sport Organization (NSO) for Taekwondo, and extended networks within the Taekwondo sports community in Canada and internationally. With one click and many “shares” later, the story of AB Yong, a Naval Reservist with HMCS York, highlighted positive messages of diversity³⁶, CAF employment, and the opportunities CAF offered its members such as participation in a CAF elite sports program. Another example of reach is triathlete Maj Lesley Quinlan Kelsey, a two-time medalist at the 7th Military World Games in 2019, was featured in the March 2020 iRun magazine; further advertising the achievements and leadership of CAF women in sports.³⁷ Canadians have an interest in high-performance sports. Statistics available in the Canadian Olympic Committee (COC) 2018 Annual Report revealed that the COC achieved successful milestones in their viewership since 2016: “2 million followers across Team Canada Facebook, Instagram, Twitter, and YouTube channels a 2240% increase over 2016, and 25.9 million Olympic.ca page views a 127%”.³⁸ These metrics are important for the simple fact that CAF could successfully connect with Canadians through sports via an enhanced “attraction” campaign featuring HPSP athlete ambassadors. For example, HPSP athletes could be featured in CAF Engagement activities at sporting events or video testimonials could be included on the recruiting

³⁶ AB Yvette Yong is an international level athlete of Asian background.

³⁷ CAF Sports Facebook page, accessed 5 March 2020

³⁸ Canadian Olympic Committee, “2018: Annual Report Canadian Olympic Committee,” accessed 10 May 2020. <https://annualreports.olympic.ca>

website at www.forces.ca. HPSP offers more than raising the visibility of CAF; it can also a motivating factor to attract high-performance athletes into the CAF.

Target Athletes

“Sport Produces members who lead by example and are strong team players. When I meet CAF members who have risen to the top of their game, I see soldiers who can leverage a hunger for success on the playing field into a hunger for success on the battlefield”

– CDS, Gen Vance, 2019 CAF Sports Awards Banquet³⁹

Canadian Forces Recruiting Group (CFRG) does not advertise CAF Sports Program nor does it actively recruit High Performance athletes, except for the Royal Military College.⁴⁰ As such, the CAF is not tapping into a market that can offer fit and talented individuals; specially, to recruit women in the combat arms. A study was conducted as part of a seven-week Behavioural Dynamics Methodology Course specifically aimed at the recruitment of women into the combat arms.⁴¹ It is important to qualify that the report was a product of a course limited in time and resources for studies of this nature which utilize the Behavioural Dynamics Methodology. However, as articulated in the report, the findings could help inform “DND marketing and recruitment campaigns aimed at interesting young women for combat arms roles.”⁴² There were two findings that stood out that can add value to the argument of targeting women athletes; 1)

³⁹ CAF Sports Facebook page, 29 November 2019, accessed 30 May 2020

⁴⁰ Canadian Forces Recruiting Group source, telephone conversation, 8 May 2020

⁴¹ EMIC Consulting. “Recruiting Women into the Combat Arms: A Behavioural Dynamics Methodology Course Live Case Study into the recruitment of women aged 16-25 into the combat arms roles within the Canada Armed Forces,” December 2019, obtained from course student on 12 May 2020, 5

⁴² Ibid., 5

low confidence in meeting the mental and physical requirements for combat arms; and 2) the CAF marketing campaigns are not seen or do not connect with women.⁴³ In fact, that report recommended “a sharper focus on the Target Group (women) specifically for combat arms”⁴⁴ aiming at “specific sub-set within the broad cultural group of 16 - 25-year-old active females”.⁴⁵ Interestingly, linking compatibility of combat arms and sports was somewhat present in the research conducted. Various questions were created as part of the qualitative research with the target group and the question specifically regarding sports was “What do the TG enjoy about the sport they do? What does participating in organized sports give the TG?”⁴⁶ Making a connection between the attributes found in athletes and what the CAF privileges will not only open the recruiting pool for women but will attract those who could likely be successful in specialized units such as special forces.⁴⁷

Several articles support the conclusion that athletes make good employees.

Common themes emerged from these articles that highlight athletes’ attributes whether at the high school or university level align well with CAF requirements:

⁴³ Ibid.

⁴⁴ Ibid., 6

⁴⁵ Ibid.

⁴⁶ Ibid., 22

⁴⁷ Murray, Brewster, “Canada’s Special Forces Want to Attract Women for a Job that is More than Kicking Down Doors,” 10 January 2018, accessed 31 May 2020, <https://www.cbc.ca/news/politics/special-forces-women-1.4479883>

1-Goal oriented. “Most athletes who are talented enough to play in college set goals every year, every season, every game and sometimes every day. Being goal oriented is a mindset that prospective employers are looking for in their employees.”⁴⁸

2- Mental toughness and resilience – For high performance level, failure is the road to success and athletes have learned to absorb hits and misses in order to win. “College athletes learn to be mentally tough every day, even on days when they don’t feel 100 percent. For an employer, this translates into an employee who can be counted on under any set of circumstances.”⁴⁹

3. Work Ethic and Time Management.⁵⁰ Athletes are hard workers and skilled at multitasking. The glue that keeps it all together is their commitment and discipline in accomplishing the mission. By the time athletes are recruited and join the CAF, they have learned and mastered the pillars of OP Balance. CAF Sports Facebook page highlights many examples of HPSP athletes who have balanced military commitments, civilian employment (Reservists), education, training and competition, and personal life.

5. Team orientated. “Good teammates make good employees.”⁵¹ CAF relies on this trait because it fits well within the esprit de corps and the profession of arms. “Being a good

⁴⁸ Fred, Bastie, “Top Six reasons Why Employers Want to Hire College Athletes,” *USA Today*, 25 October 2017, accessed 5 April 2020. <https://usatodayhss.com/2017/recruiting-column-top-six-reasons-why-employers-want-to-hire-college-athletes>

⁴⁹ Ibid.

⁵⁰ Ibid.

⁵¹ Ibid.

teammate includes being coachable, respectful and having the attitude that the goals of the team are more important than the goals of the individual.”⁵² A Commanding Officer (CO) of a Reserve unit stated that a high-performance athlete in his unit was an excellent team player who had a positive influence on the moral and fitness of the members. When AB Yong competed in the 2015 Pan Am Games in Toronto, the CO and members of HMCS York attended in uniform to support their member. This display of “teamwork” not only benefited the unit but portrayed a positive image of the RCN and CAF at an international sporting event.⁵³

6. Leadership. “To be a good leader you have to be confident, resilient, a strong communicator and willing to put the team’s goals ahead of your own. Most athletes tend to have those traits and they usually know how to be a leader.”⁵⁴ There are many examples of serving and retired HPSP team members who have demonstrated leadership on and off the field. Some have become Patrons of their sport and others have represented the CAF in leadership positions in the high-performance sports organizations such as CISM or NSOs. Regardless of the positions they held, their involvement in high-performance sports had a positive impact at the workplace and on CAF’s image.

⁵² Ibid.

⁵³ Walter, Moniz (Cdr), telephone conversation with Commanding Officer of *HMCS York*, 15 May 2020.

⁵⁴ Fred, Bastie, “Top Six reasons Why Employers Want to Hire College Athletes.”

In 2006, the CAF did include high performance sports as part of their recruiting strategy where an arrangement was made with the Canadian Interuniversity Sports (CIS) to allow CAF access at all events including TV programming, students and websites. Activities included marketing booths at various events and presenting awards at University Sports Banquets.⁵⁵ The CAF recognized that this “specific targeting market” would give them access to 12,000 athletes across 52 universities and the reason for doing so validates the argument that athletes are considered “prime recruits”⁵⁶: ‘It has been determined that among the best university candidates for [Canadian Forces] officer occupations are those who include sports with their studies.’⁵⁷ An opportunity exists to resume this initiative and not only expand to high schools and colleges, but feature CAF high performance athletes as part of recruiting teams. Although targeting high performance athletes is currently not a deliberate recruiting activity CAF-wide, there is evidence that CFRG is tapping into this market space via the Game Plan Employer Network.

Powered by Deloitte, the Game Plan, a collaboration between the Canadian Olympic Committee, Canadian Paralympic Committee, the Government of Canada and the Canadian Olympic and Paralympic Sport Institute Network, was created in order to “provide holistic support Canadian high-performance athletes throughout their athletic

⁵⁵ Paul, Waldie, “Military Targets University Athletes,” *Globe and Mail*, 19 October 2006, accessed 19 April 2020, <https://www.theglobeandmail.com/sports/military-targets-university-athletes/article1108425/>

⁵⁶ Ibid.

⁵⁷ Ibid.

career including their transition from competitor to retirement.”⁵⁸ Specifically, the Game Plan Employer Network serves to connect athletes to “employer friendly”⁵⁹ organizations. CFRG submitted an application to the website portal advertising the CAF as an employer of choice.⁶⁰ Although a positive step towards broadening the recruiting pool, the submission did not advertise the existence of a HPSP. Doing so may interest transitioning athletes to select the CAF knowing that they could have an opportunity to contribute the CAF high performance sports program and continue to represent Canada as valuable members of the CAF. As a military, it would not be uncommon for the CAF to leverage its HPSP in order to attract talent.

The U.S. Army's World Class Athlete Program (WCAP) supports high performance athletes competing at the international and Olympic level, for recruitment activities.

‘I would say WCAP is a great recruiting tool for the Army because it enables us to send athletes out into a military or civilian setting and show that the Army is multifaceted,’ said Olympic athlete Cpt. Mike Kohn, former bobsled athlete and now coach.⁶¹

As a return on investment, these elite athlete – soldiers enhance the US Army physical training through the “Total Soldier Enhancement Training”.⁶² In essence, the US Army supports the soldiers and in return, soldiers support the army with recruiting and combat

⁵⁸ Canadian Olympic Committee, “Game Plan,” accessed 18 May 2020, <https://www.mygameplan.ca/about/mission-history>

⁵⁹ Ibid.

⁶⁰ CFRG source, telephone conversation, 8 May 2020

⁶¹ Brittany, Nelson, “World Class Athlete Program recruits through love of sport,” *IMCOM*, 8 April 2019, accessed 5 April 2020, https://www.army.mil/article/219792/world_class_athlete_program_recruits_through_love_of_sport

⁶² US Army World Class Athlete Program, accessed 5 April 2020, <https://www.armywcap.com>

readiness. Through the CAF HPSP, a similar return on investment can be formalized and therefore augment the impacts HPSP team members have already been realizing through their participation in CISM events. Their influence as ambassadors to influence social change such as promoting diversity and equality and advancing women and gender issues are recognized agendas that exist within the Canadian Sports Policy⁶³, the Canadian⁶⁴ and International⁶⁵ Olympic Committees, and CISM⁶⁶. Attracting and targeting high-performance athletes would mean enrolling members that have been already been projecting Canadian values, teamwork, leadership, and commitment on the sports field; an important feature that supports Op GENERATION intent.

The High-Performance Sports Program is a valuable enabler to enhancing CAF recruiting activities. If deliberately considered in ADM(PA), CMP, and environmental commands attraction, marketing, and targeting plans, the HPSP program can deliver effects beyond Total Health and Wellness strategies that support SSE. Its talented pool of athletes, leaders, and supporting staff can raise the visibility of CAF diversity via their networks or CAF focused advertisement campaigns, ie sporting events. They can tell their stories and reach priority stakeholders and influence how CAF can be seen as the

⁶³ Sport Information Resource Centre, “Canadian Sport Policy 2012,” 27 June 2012, accessed 10 May 2020, https://sirc.ca/app/uploads/files/content/docs/Document/csp2012_en.pdf, 4

⁶⁴ Canadian Olympic Committee, “2018: Annual Report Canadian Olympic Committee”

⁶⁵ International Olympic Committee, “IOC Annual Report 2018 Credibility, Sustainability, Youth,” accessed 10 May 2020, https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/IOC-Annual-Report/IOC-ANNUAL-REPORT-2018.pdf#_ga=2.217332118.1819168578.1589148192-925200903.1589148192

⁶⁶ CISM International Military Sports Council, accessed 12 April 2020, <https://www.milsport.one>

preferred employer of choice. The program can help CAF target athletes who have the necessary attributes CAF is looking within a specific demographic. Finally, the HPSP delivers more than medals – its return on investment fills the CAF with ambassadors who are well placed to promote CAF values domestically and globally.

“Recruiting is a fundamental, critical activity that calls upon the active and coordinated participation of all elements of the CAF and the Department of National Defence.”⁶⁷

-Op GENERATION

⁶⁷ Department of National Defence, “Joint CDS/DM Directive: Operation Generation”, 3

BIBLIOGRAPHY

- Bastie. Fred. "Top Six reasons Why Employers Want to Hire College Athletes." 25 October 2017. Accessed 5 April 2020. <https://usatodayhss.com/2017/recruiting-column-top-six-reasons-why-employers-want-to-hire-college-athletes>
- Brewster. Murray. "Canada's Special Forces Want to Attract Women for a Job that is More than Kicking Down Doors." 10 January 2018. Accessed 31 May 2020. <https://www.cbc.ca/news/politics/special-forces-women-1.4479883>
- Canada. Department of National Defence. Assistant Deputy Minister (Public Affairs). "Stakeholder Engagement: A National Strategic Plan 2017-2020." 8 February 2018. Accessed 5 May 2020.
- Canada. Department of National Defence. Assistant Deputy Minister (Public Affairs). "DND and CAF Public Affairs Strategy 2018-2020." Accessed 5 May 2020.
- Canada. Department of National Defence. Chief of the Defence Staff. "CDS Directive – CAF Public Engagement 2019." 13 May 2019.
- Canada. Department of National Defence. "Joint CDS/DM Directive: Operation Generation." 28 May 2018. Accessed 9 April 2020.
- Canada. Department of National Defence News Release. "Canadian Armed Forces Sailor Named International Military Athlete of the Year." 6 Mar 2019. Accessed 31 May 2020. <https://www.canada.ca/en/department-national-defence/news/2019/03/canadian-armed-forces-sailor-named-international-military-athlete-of-the-year.html>
- Canadian Olympic Committee. "2018: Annual Report Canadian Olympic Committee." Accessed 10 May 2020. <https://annualreports.olympic.ca>
- Canadian Olympic Committee. "Game Plan." Accessed 18 May 20. <https://www.mygameplan.ca/about/mission-history>
- CANFORGEN 003/20 CMP 002/20. "CANADIAN FORCES RECRUITING GROUP EMPLOYMENT OPPORTUNITIES APS 20". 111443Z DEC 19
- CISM International Military Sports Committee. Accessed 12 April 2020. <https://www.milsport.one>
- EMIC Consulting. "Recruiting Women into the Combat Arms: A Behavioural Dynamics

Methodology Course Live Case Study into the recruitment of women aged 16-25 into the combat arms roles within the Canada Armed Forces.” December 2019. Obtained from course student on 12 May 20.

International Olympic Committee. “IOC Annual Report 2018 Credibility, Sustainability, Youth.” Accessed 10 May 2020.
<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/IOC-Annual-Report/IOC-ANNUAL-REPORT-2018.pdf>

Nelson. Brittany. “World Class Athlete Program recruits through love of sport.” *IMCOM*. 8 April 2019. Accessed 5 April 20.
https://www.army.mil/article/219792/world_class_athlete_program_recruits_through_love_of_sport

Phoenix Strategic Perspective Inc. “Views on CAF 2016 Tracking Study.” June 2016. Accessed 16 May 2020. http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national_defence/2016/031-15-e/report.pdf

Ploughman. Bruce. “NPP Board CAF Sport Update: Information Brief.” 11 June 19. Obtained 15 May 20.

Sport Information Resource Centre. “Canadian Sport Policy 2012.” 27 June 2012. Accessed 10 May 2020.
https://sirc.ca/app/uploads/files/content/docs/Document/csp2012_en.pdf

US Army World Class Athlete Program. Accessed 5 April 2020.
<https://www.armywcap.com>

Waldie. Paul. “Military Targets University Athletes.” *Globe and Mail*. 19 October 2006. Accessed 19 April 2020. <https://www.theglobeandmail.com/sports/military-targets-university-athletes/article1108425/>