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INTEREST-BASED CAREER MANAGEMENT : A POTENTIAL SOLUTION FOR THE CANADIAN ARMED FORCES

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JCSP 45

Exercice Solo Flight

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**INTEREST-BASED CAREER MANAGEMENT: A POTENTIAL SOLUTION
FOR THE CANADIAN ARMED FORCES**

By Major Martin Coudé

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INTEREST-BASED CAREER MANAGEMENT: A POTENTIAL SOLUTION FOR THE CANADIAN ARMED FORCES

INTRODUCTION

In any organization, particular attention must be paid to the critical resources required in order to be able to achieve its mandate or goals. While the 20th century saw a focus on production equipment and machinery, the 21st century is presenting a much different environment that requires organization to have approach to critical resources differently. The individuals that are part of an organization have joined production equipment and are now being considered a critical resource to performance. However, having resources without proper management overseeing will not provide the sustainability and output require by an organization to operate efficiently. The Department of National Defense (DND) and the Canadian Armed Forces (CAF) are not indifferent to the importance that personnel play within the organization and the importance of proper Human Resources Management (HRM). The latest defense policy, Strong, Secure, Engaged (SSE), states that “People are at the core of everything the CAF does to deliver on its mandate”¹ confirming its criticality. Proper HRM within the CAF is however complicated by the fact that the CAF have to rely on voluntary service which comes with an unlimited liability that not everyone is willing to accept.

Human resources (HR) must be managed but must done so appropriately. HRM focuses on major areas which include recruiting and staffing, compensation and benefits, training and learning and, organization development. Those major areas will vary in importance based on where the employee is located within the HR life cycle. Referred

¹ Department of National Defence, *Strong, Secure, Engaged: Canada's Defence Policy*, (Ottawa: Department of National Defence, 2017), 19.

also as the employee life cycle, it encompasses the time spent by an individual with an organization. While some models are composed of between four to seven steps or stages, it can be summarized in the following three main phases: the attraction of new individuals (recruiting), the development and retention of employee and finally, the termination or transition. This paper will focus on the middle part of the employee life cycle, once the individual has been recruited and must be managed throughout its employment within the organization. It will specifically focus on the career management aspect of the individual.

As any other organizations, the CAF have implemented a program of career management that allows the management of this delicate and important process. The career management system has not been reviewed and updated in the recent past potentially relying on outdated information and processes that are no longer meeting the social norms that are developing within the overall population. This paper will argue that the CAF career management system is in fact outdated and lagging behind its commercial counterpart putting the organization at a disadvantage by not meeting the social expectation of current and potential new employees making it difficult to retain and attract personnel. In order to demonstrate this disconnection, following an overview of the current career management system, factors that are generating a new working environment and setting expectations will be explored setting the conditions for the presentation of a potential solution of a tier based career management system that would enable to CAF to maximize its return. In addition, a discussion on the current initiatives contained within the “The Journey” in support of SSE that are being looked at to ease some of the issues with career management will be completed throughout.

CAF's CURRENT SYSTEM

A career is usually defined as “the pattern or sequence of work roles of an individual.”² The traditional career upon which the CAF's CM system is based upon sees an individual stay within the organization and moving upward towards higher levels of the organization hierarchy. This upward movement is driven by the performance of various work roles that offer a different and ever slightly more challenging demand on the individual. At each level comes the expectation that knowledge and skills will be developed in the current work role that will prepare the individual for the next one. The CAF joint publication on military personnel management (CFJP 1.0) clearly states the importance of its people, recognizing that the personnel dimension of defence consumes more than 50% of the defense budget.³ This recognition is further supported by the latest defence policy which states “Investing in our people is the single most important commitment we can make”.⁴ Investing in human capital which is composed of skills, knowledge and capabilities,⁵ is critical and accepted as a factor why certain organizations outperform others.⁶ It is therefore of the utmost importance that the investment be protected⁷ in order to secure a proper return on investment for the organization.

² Derek Torrington, Laura Hall, and Stephen Taylor, *Human Resource Management* (GB: Pearson Education M.U.A, 2008), 446.

³ Canada. Department of National Defence. B-GL-005-100/FP-001, Canadian Forces Joint Publication (CFJP) 1.0 Military Personnel Management Doctrine (Ottawa: Department of National Defence, 2008), 1-5.

⁴ Department of National Defence, *Strong, Secure, Engaged: Canada's Defence Policy*, (Ottawa: Department of National Defence, 2017), 19.

⁵ Margaret M. Blair, "An Economic Perspective on the Notion of 'Human Capital'," in *The Oxford Handbook of Human Capital*, ed. Alan Burton-Jones and J.-C. Spender (Oxford University Press, 2011).

⁶ Alan Burton-Jones and J.-C. Spender, "Introduction," in *The Oxford Handbook of Human Capital* (Oxford University Press, 2011).

⁷ Department of National Defence, *Strong, Secure, Engaged: Canada's Defence Policy*, (Ottawa: Department of National Defence, 2017), 21.

The desired effect that is sought by the career management process within the CAF is to have the right person, with the right qualifications, at the right time and at the right place.⁸ In order to achieve this effect, two course of actions that are being implemented. The first case is the culminating scenario where an individual in being posted to a high visibility or critical position such as command. This scenario is the end of a sequence of work roles or jobs that an individual has completed in order to achieve this important milestone. The other scenario is the case the captures the employments prior to the high visibility one. Those employments could be defined as developmental work that have for main purpose to develop an individual in order to ensure that he/she will have the skills, knowledge and capabilities to be employed in those milestone jobs at the right time and the right place. In both scenarios, movement of individual between work employments is driven by the needs of the organization. In order to achieve operational effectiveness, a balance between the common good or organizational needs and the needs of the individual must be struck. Leveraging social exchange theory, the CAF's career management system is designed to offer the possibility for promotion and advancement in exchange for the potential negative impact associated with meeting the services needs such as multiple relocations in a short period of time. This delicate balance must be carefully managed as a positive perception of career advancement opportunities is a powerful determinant of employee commitment.⁹

⁸ Canada. Department of National Defence. B-GL-005-100/FP-001, Canadian Forces Joint Publication (CFJP) 1.0 Military Personnel Management Doctrine (Ottawa: Department of National Defence, 2008), 5-2.

⁹ J. Purcell et al., "Understanding the People and Performance Link: Unlocking the Black Box" (CIPD, 2003).

Driven by succession planning

The CAF must develop their future senior personnel internally. It is a closed system where an individual cannot come into the organization at a senior level. He/she must start at the lowest level and make its way up to the higher echelon. In order to ensure the continuity of personnel moving up, the CAF adopted a succession planning model which focuses on the early identification and development of specific individuals for their employment in future senior positions. This approach is in contrast to a talent management approach that would see the creation of a pool of talent from which future senior personnel would be selected as its main goal. The selection of the succession planning approach is a driving factor when it comes to career management of not only those individuals selected to be part of the plan but the organization as a whole. While career managers are responsible for monitoring and directing individual career, additional guidance is required with regards to succession planning and for appointment to key positions.¹⁰ This results in the creation of a two class system where those individuals that are identified as potential successor for senior positions are provided with additional attention. In order to achieve the best possible return on investment, this identification must be done early to allow time for necessary development and experience to take place.¹¹ This increased consideration for selected personnel is translated into the creation of carefully crafted plan for their employment in order to ensure that they develop the right skills, knowledge and capabilities for future senior employment.

¹⁰ Canada. Department of National Defence. AFO 1000-7, Air Force Orders: Royal Canadian Air Force Personnel Management - Officers (National Defence Headquarters Ottawa: Royal Canadian Air Force, 2016-05-16).

¹¹ *Ibid.*

The “service before self” that is requested by the CAF is at the forefront when looking at succession planning and the career management efforts put in place. With proper backing of exchange theory, little decision-making power or influence is given to the member however, the reward (promotion and senior positions) is highly likely. Consideration for personal circumstances that may affect career decision and the promise of consultation with members on the topic of pursuing position of greater challenge and responsibility is also present. However, the use of wording in orders such as “In rare cases, a listed individual may request in writing that his/her name be removed from a list”¹² is blurring the message indicating that the balance is not leveled as one may hope but edging towards meeting the organization’s needs.

In the case where individuals are not part of the select group of succession planning individuals, the same level of planning may not be present and it could be perceived that job assignment is made relatively arbitrarily.¹³ However, the way in which assignments are done is not arbitrarily but follows a clear process referred to as exclusive people approach. Under this approach, organization identifies key positions (senior positions in this case) that are critical to the organization and finds potential candidates (succession planning individuals) that will be filling those positions.¹⁴ Other positions deemed not as critical to the organization will be filled by lower level performer, or in the

¹² Canada. Department of National Defence. AFO 1000-7, Air Force Orders: Royal Canadian Air Force Personnel Management - Officers (National Defence Headquarters Ottawa: Royal Canadian Air Force, 2016-05-16).

¹³ Lindsay Rodman, *Modernizing the Military Personnel System* (Canadian Global Affairs Institute, 2018), 3.

¹⁴ J.L.K. Armstrong, "A Confluence of Concepts Towards Professional Airpower Mastery: Contextualizing Talent Management and the CAF Leader Development Model." (Master of Defence Studies research project, Canadian Forces College, 2016), 22.

case of the CAF, non succession planned personnel.¹⁵ While this approach ensures that the needs of the organization are looked after, it is not without challenges and critics. The first challenge of the exclusive approach resides with performance evaluation. The performance evaluation of individuals which serves as the basis of the approach needs to be completed accurately and be free of bias.¹⁶ Using objectives indicators and avoiding subjective one will help in ensuring transparency and fairness. The second critic takes aim at the potential for generating a situation where it could be difficult to differentiate if the performance of an individual is due to the actual potential and capabilities of the individuals or a result of the additional support the organization has been provided.¹⁷ This point is especially critical for the CAF which must ensure accurate performance measure. The whole succession planning effort and concept could be challenged if performance measurement would be ineffective in ensuring that the performance was directly linked to the individual and not the support construct around. Finally, the last challenge linked to the use of exclusive approach can be referred to as “crown prince syndrome”. It is described as the phenomenon when an individual is told that he/she is talented and a sense of entitlement to promotion and key assignment is generated.¹⁸ This entitlement could lead to reduce productivity since the feeling of having to perform in order to receive compensation is no longer present. When transposed into the CAF context, this situation could results in having an unmotivated individual in a key assignment that could

¹⁵ Eva Gallardo-Gallardo, Nicky Dries, and Tomás F. González-Cruz, “What Is the Meaning of ‘Talent’ in the World of Work?,” *Human Resource Management Review* 23, no. 4 (2013), 294.

¹⁶ Eva Gallardo-Gallardo, Nicky Dries, and Tomás F. González-Cruz, “What Is the Meaning of ‘Talent’ in the World of Work?,” *Human Resource Management Review* 23, no. 4 (2013), 294.

¹⁷ Nicky Dries, “The Psychology of Talent Management: A Review and Research Agenda,” *Human Resource Management Review* 23, 23, no. 4 (2013), 281.

¹⁸ *Ibid.*, 281.

in addition to productivity issue, create leadership and role model issues affecting another key aspect of the CAF and the institution that cannot be accepted.

Overall, the CAF career management system is designed to fulfill the needs of the organization first and foremost. It is leveraging exclusive people approach supported by the expectation that a dialogue will be taking place between the employer (career manager and chain of command) and the employee (serving member) to ensure a certain amount of counterbalance to the organizational needs.

CHANGING ENVIRONMENT

While the CAF must generate its future leaders internally, it is now faced with an environment that includes significant changes that are challenging its current career management system of the serving members. Globalization as well as the ease of information sharing is transforming the environment. It is generating an open system where all components are interacting with each other and the environment. Those interactions are creating the necessity to look at the system as a whole as focusing on individual parts would not be conducive to the proper understanding of the situation complexity.¹⁹

New Psychological Contract

The globalization of economics activities is changing the environment in which organization are conducting operations. External factors such as evolution of employment regulations and labor market as well as social trends are generating pressure on the global

¹⁹ Mary McMahon and Wendy Patton, "Systemic Thinking in Career Development Theory: Contributions of the Systems Theory Framework," *British Journal of Guidance & Counselling* 46, no. 2 (2018), 229 -232.

scale.²⁰ Those factors are shaping the attitude individuals have towards their employment and career creating a comparable standard for CAF members to use when they feel that the social exchange established between them and the CAF is no longer meeting their expectations and/or needs. There has been a slow and steady change in the psychological contract between an employee and employer that the CAF must recognize in order to keep up with social changes when dealing with career management and employment. Under the old contract, an employee would offer loyalty, commitment and adequate performance. In return, it would be expected from the employer to receive secure employment and opportunities for promotions.²¹ The expectation from both side have now changed significantly. The new psychological contract now expects that the employee will offer high productivity, manage their own career as well as be committed to organizational success and continuous learning. In return, the organization will provide employability, opportunities for development and assessment. This exchange would be supported by the understanding that it is not based on long term employment but enhanced employability.²² This new psychological contract often linked to the newest generations such as the millennial and post-millennial is creating a challenge for the CAF both in recruiting new personnel but also in keeping individuals currently serving. Having an old social contract expectation from the employer's perspective meeting the new contract expectation on the employee side is creating a mismatch that must be cleared in order to have a productive relationship between parties.

²⁰ Derek Torrington, Laura Hall, and Stephen Taylor, *Human Resource Management* (GB: Pearson Education M.U.A, 2008), 19.

²¹Derek Torrington, Laura Hall, and Stephen Taylor, *Human Resource Management* (GB: Pearson Education M.U.A, 2008), 445.

²² Derek Torrington, Laura Hall, and Stephen Taylor, *Human Resource Management* (GB: Pearson Education M.U.A, 2008), 445.

New career format

Closely related to the new expectations taking roots within the working environment is an evolving definition or approach to career. Traditionally, a career would be conducted from start to finish within the same organization that followed a gradual increase within the hierarchy. This view of a career was in line with the social contract offer by the employer as well as the structure that the organizations were using. With a flattening of organizations in a bid to create efficiencies resulting in a competitive advantage, organizations can no longer offer the long term progression.²³ As a response, individuals are now looking at generating their own career path, leveraging multiple organizations and going after the employment they wish. Moves between organizations as well as internal lateral (non-hierarchical) moves within the same organization are being utilized by individuals creating a “boundaryless” career where the norms of progress or success are being redefined.²⁴ Those moves however require from individuals a higher level of career adaptability as to fit into the new career circumstances.²⁵ This change also required a modification in approach from organizations when it comes to managing one employment and/or career, moving away from the classic top down approach. A more supportive approach which focused on providing the employee with an opportunity to develop its own career path is required.²⁶ This change in approach from the organization in support of its employees is not without a return on investment. “Employees who

²³ Derek Torrington, Laura Hall, and Stephen Taylor, *Human Resource Management* (GB: Pearson Education M.U.A, 2008), 442.

²⁴ Michael B. Arthur, Svetlana N. Khapova, and Celeste P. M. Wilderom, “Career Success in a Boundaryless Career World,” *Journal of Organizational Behavior* 26, no. 2 (2005).

²⁵ Reuma Gadassi, Itamar Gati, and Amira Dayan, “The Adaptability of Career Decision-Making Profiles,” *Journal of counseling psychology* 59, 59, no. 4 (2012), 613.

²⁶ Marilyn Clarke, “The Organizational Career: Not Dead but in Need of Redefinition,” *The International Journal of Human Resource Management* 24, no. 4 (2013).

experience that their employer invests in their career development report higher levels of organizational commitment.”²⁷ There is however a dark side to providing flexibility and more individualism within career management. Wanting to protect their investment in individuals, organizations may be reluctant to provide higher responsibility for career management, fearing employees’ departure ²⁸ since self directness has been linked to boundaryless career attitude.²⁹

Until recently, the CAF model for careers contained a single path; moving up the chain of command. While some individuals would move up quicker than others, based on their performance, the overall guiding principle was that moving up was the only option. The CAF made some significant changes in 2014 when it allowed individual to elect not to receive a personnel evaluation report (PER). This effectively allowed member of the CAF to remain at their current rank in the short but also long term if they wish. This change however did not shield members from being posted or an employment change. It could be argued that this change provided additional control to member over their career management; however, the actual control that was given was controlling potential promotion. Members are still susceptible to moving but can limit possible options of the organization by removing the potential for promotion.

²⁷ Ans De Vos and Bart Cambre, “Career Management in High-Performing Organizations: A Set-Theoretic Approach,” *Human Resource Management (Wiley)* 56, no. 3 (2017), 503.

²⁸ Ans De Vos and Bart Cambre, “Career Management in High-Performing Organizations: A Set-Theoretic Approach,” *Human Resource Management (Wiley)* 56, no. 3 (2017), 504.

²⁹ Jon P. Briscoe, Douglas T. Hall, and Rachel L. Frautschy DeMuth, “Protean and Boundaryless Careers: An Empirical Exploration,” *Journal of vocational behavior* 69, no. 1 (2006).

GLOBAL CAREERIST PARALLEL

There is a strong parallel that can be drawn between the serving members of the CAF and the path that a global careerist would follow. A global career is defined by multiple international work arrangements that are not necessarily within the same organization, following the path of a boundary-less career. While a serving member in the CAF would always work for the same overall organization, its career would require constant move between locations in addition to changing internal organization (new unit), generating a new local relationship, mimicking the global career path. Driven by social exchange theory as the dominant factor, global careerist, in search of balance adopt an evaluative and comparative approach to their work relationship, constantly re-evaluating it.³⁰ A stoppage or change in the social exchange relationship would drive global careerist to look for a different employer.³¹ This key balance and meeting of expectations is further complicated by the fact that intangible such as development opportunities and job satisfaction are being ranked higher by global careerist than financial benefits³² which is something much easier to provide for an organization since it controls it.

Due to their international dealing, global careerists develop a vast personal network of contacts that plays an important role in career opportunities. The network that has been developed will, from time to time, offer new employment opportunity. Even when well managed, an individual may select an external opportunity when presented.³³ This fact is something that cannot be changed and that organization must simply accept.

³⁰ Vesa Suutari, Christelle Tornikoski, and Liisa Mäkelä, "Career Decision Making of Global Careerists," *The International Journal of Human Resource Management* 23, no. 16 (2012), 3459.

³¹ *Ibid.*, 3465.

³² *Ibid.*, 3463.

³³ *Ibid.*, 3458.

The same condition exists within the CAF with individuals creating their personal network via dealing with industries, through their personal life or via other military members. However, the reasons for which external employment opportunities would be turned down must be noted. Family reasons and location of employment have been demonstrated as two of the main motives for refusal. The CAF have captured data through exits survey of its members that demonstrated the presence and importance of those motives.³⁴ As a result, the DND and the CAF are currently in the process of modifying the way its members will be able to serve which will have a significant effect on career management.

A NEW APPROACH

The current CAF career management system which follows an exclusive approach cannot support the new social contract and expectation of the working environment. The new defense policy Strong, Secure, Engaged (SSE) is offering guidelines in order to push forward the overall support to members and their family but offers little details. It has been recognized that both work and family are putting demands on individuals and having a work life balance or work-life separation is critical.³⁵ A work-family conflict develops when one hinders an individual in fulfilling another role. Those conflicts can be time based where roles are creating pressure for the individual's time (working late for example), strain based where one role is creating interference to the other making it not possible to perform (can't concentrate at work due to sick kid) or behavior based, where

³⁴ Department of National Defence. *Impact of Military Life on Families and Single Canadian Forces Members Current State of Knowledge and Research Gaps*. (Ottawa: Director General Military Personnel Research and Analysis, 2012), 3-4.

³⁵ Rebecca Slan-Jerusalim and Charles P. Chen, "Work-Family Conflict and Career Development Theories: A Search for Helping Strategies," *Journal of Counseling and Development* 87, no. 4 (2009): 492.

different behaviors are required for each role but they are not in sync.³⁶ Work-family conflicts regardless of the actual source of the conflict have been linked to negative outcome. In the case of work impacting family (WIF), a high level of conflict was predicative of “work dissatisfaction, intentions to leave the organization, work overload work distress and hassles in family performance.”³⁷ In the reverse case, family and marital dissatisfaction, parental overload and low work performance were noticed.³⁸ The sixth initiative of SSE focuses on the revision of service conditions and career path in order to offer of a personalized career choice and flexibility,³⁹ trying to relieve some of the pressure and eliminate the potential for work-family conflict. In order to support this initiative, a tiered or path approach to career management is being proposed that would see both member’s and organizational needs being looked after while providing the necessary tools for achieving the goals mentioned within SSE initiative six. The solution being proposed includes three path, succession plan, collaboration and self-directed, working together and supporting the various individuals’ requirements.

Succession plan path

With the assumption that the CAF will always be required to developed its senior leaders from within, succession planning as it is currently being used within the CAF needs to remain. The early identification and development of individual would continue, supported by the same social exchange currently in place. Limited flexibility in personal career choices would be proposed in exchange for additional attention and potential key

³⁶ Ibid., 493.

³⁷ Ibid., 493.

³⁸ Rebecca Slan-Jerusalim and Charles P. Chen, “Work-Family Conflict and Career Development Theories: A Search for Helping Strategies,” *Journal of Counseling and Development* 87, no. 4 (2009): 493.

³⁹ Department of National Defence, *Strong, Secure, Engaged: Canada’s Defence Policy*, (Ottawa: Department of National Defence, 2017), 107.

assignment. Historically, this approach has been proven to meet the requirements of the organization and unless something dramatic occurs, should continue to yield the same results. On this path, the balance is tipping towards the organizational needs and not the individual's.

Collaboration path

The collaboration path for career management would see the balancing of the organization's needs with the individual's. This path would be in line with what is being currently done within the CAF however, a special focus would be placed on better matching of personnel to employment. From an employer perspective, following Holland's theory of vocational personalities in work environment could be an effective way to guide and direct career management. Holland's work demonstrated that a high degree of congruence between "a person's personality and interest types and the dominant work environmental types is likely to result in vocational satisfaction and stability."⁴⁰ This would necessitate the administration of tests to individuals which could be conducted within the year of a planned employment change to ensure that the interests of the member are as accurate and recent as possible. This would also necessitate the identification of each employment opportunity within the CAF using Holland's methodology in order to be able to match individuals to employments. While occupational and educational classification resources developed in the USA cannot be taken and applied directly to Canada without modifying them to account for occupational

⁴⁰ S. Alvin Leung, "The big five career theories", in *International Handbook of Career Guidance*, ed. James A. Athanasou and R. van Esbroeck (Netherlands : Springer Netherlands, 2008), 118.

and education differences,⁴¹ their existence proves that assignments of classification is possible to achieve.

A complementary concept that could be leverage would be to capitalize on the interest of individuals. Individuals have a perception of their abilities to reach a goal which is defined as their self-efficacy and is mainly driven by personal performance accomplishments.⁴² Closely linked to of self-efficacy is the concept outcome expectation that can be defined as the expected result coming from a specific behavior or action. When combined, social cognitive career theory states that they will drive the interests of an individual. When put in the CAF perspective, providing employment that falls within one's area of interest would be leveraging the fact that someone feels they are capable of achieving the expected results and that there is an outcome that is favorable to them in response to their performance.⁴³ However, the potential downfall of this approach resides in the fact that self-efficacy is not objective. An individual that would over-estimate (or under estimate) their capabilities in delivering results would likely lead to an adverse performance.⁴⁴ Therefore, having proper performance tracking and evaluation could negate this potential negative effect and would allow the CAF to capitalize and increase the overall output of organization.

Another positive effect that could be gained from adopting an interest based career management would be the generation of resident experts on key topics to the

⁴¹ *Ibid.*, p120

⁴² Steven D. Brown and Robert W. Lent, "Career Development and Counseling: Putting Theory and Research to Work," (Portland: Ringgold, Inc, 2005).

⁴³ S. Alvin Leung, "The big five career theories", in *International Handbook of Career Guidance*, ed. James A. Athanasou and R. van Esbroeck (Netherlands : Springer Netherlands, 2008), 126.

⁴⁴ Steven D. Brown and Robert W. Lent, "Career Development and Counseling: Putting Theory and Research to Work," (Portland: Ringgold, Inc, 2005).

organization. The creation of resident expert takes time which is not something that is conducive with the current career management due to the numerous rapid changes in employment. Providing employment in a specific area (interest of individual) would provide the necessary time to generate and acquire the required knowledge and experience to become a reference or expert on a specific topic, something the CAF could then take advantage of.

Self-Directed Path

The final and last path of the solution being proposed is the self-directed path where the CAF do not play a role in assigning employment to individual. In this path, the individual holds the power and not the institution. This path would be based on a model similar to that of the public service or the reserve forces utilize where individuals apply for a job and there is a selection process that is put in place to select the best possible candidate. Employment could be permanent or temporary (specific duration) based on the work that is required. Individuals would be free to apply for other employment opportunities if they wish to do so but would not be expected to. This would provide the maximum flexibility to the serving members as they would decide the type, the duration and the location of their employment. In return, the organization gets the output created by the individuals. The CAF would not hold any responsibilities in ensuring that individuals have employment secured. It would need to ensure the proper selection criteria and work descriptions are provided in order to help members in the application and selection process.

CONCLUSION

Human capital has become what machinery had become in the 20th century: a critical resource for organization in order to outperform others. There is an intense war for talent that is only intensifying and it is showing no sign of slowing down. In order to be competitive, organizations including the CAF must take actions. There has been a shift in the working environment and the classic career path that one would follow within one organization is now gone. Organizations have to expect that individuals will not remain for long period of time if they are not provided with an attractive offer. The CAF have not changed the way career management is being conducted which resulted in no longer being in line with the psychological contract that has development in the global economic environment. The issue of misalignment has been noticed with the development of attraction and retention issues. The latest defence policy has acknowledged these challenges and provided a commitment to review and develop a way forward.

This paper proposed three complementary approaches (succession plan, collaboration and self-directed) to career management to help facilitate the provision of flexibility and personalization of career path to members. Due to the requirement of having to self generate future senior leaders, succession planning must remain in place. This approach has a successful history within the CAF in delivering on this critical requirement and should be maintained. Leveraging individual's interest and self-efficacy, the collaborative approach offers the potential for not only delivering on flexibility but also enabling the creation of resident experts within the CAF. The final approach saw an adaptation of the current civilian and reserve force employment model with individuals

applying for jobs they wish to do and resulting in a complete control of the career path by the individuals.

The implementation of changes in the career management process cannot alone, deliver on the latest defense policy goals. The proposed changes to career management are only one possible solution which aims at leveraging career development theories. While career management changes may play a key part in enabling flexibility for members, other key areas such a support to military family and optimizing health and wellness⁴⁵ are interrelated and forcing DND and the CAF to take a system approach to solving the challenge of human resource management within the organization. The program created to solve this challenge “the Journey” is currently ongoing however, when faced with a wicked problem, results may be slow coming.

⁴⁵ Canada, Department of National Defence, *The Journey: SSE initiative progress*. (National Defence Headquarters Ottawa: Military Personnel Command n.d.).

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