



## **Examining Subjectivity and Favouritism in Career Management Within the CAF: A Call for Transparency and Empowerment**

Major Katherine MacAskill

### **JCSP 49**

#### **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.

© His Majesty the King in Right of Canada, as represented by the Minister of National Defence, 2023.

### **PCEMI n° 49**

#### **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 le Roi du chef du Canada, représenté par le ministre de la Défense nationale, 2023.

CANADIAN FORCES COLLEGE - COLLÈGE DES FORCES CANADIENNES

JCSP 49 - PCEMI n° 49  
2022 - 2023

Master of Defence Studies – Maîtrise en études de la défense

**Examining Subjectivity and Favouritism in  
Career Management Within the CAF:  
A Call for Transparency and Empowerment**

Major Katherine MacAskill

*“This paper was written by a candidate 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. »*

## Acknowledgements

I would like to thank Dr Alan Okros and Dr Vanessa Brown for their initial guidance in helping me scope the project and get started down the right path, and to Dr Eric Ouellet for guiding me through the remainder of the project, answering my questions, and providing resources.

Thanks to Director Military Careers Section Heads and career managers who supported this research and volunteered their time and expertise to this project. Not having held the position of CM myself, their knowledge of the current system and honest feedback significantly contributed to developing a general understanding of the complexities and challenges they face in the conduct of their duties. I am especially grateful for the unique perspectives each career manager helped me to understand about the trade(s) within their purview. Special thanks to LCdr Andrew Cumming who donated more than his fair share of time, and whose interviews not only started me off with a comprehensive understanding of the system, but also highlighted key considerations that I would not have thought of myself.

I would like to express my sincerest appreciation to the participants who responded to the survey. Without their input, this project wouldn't be nearly as effective. The comments and responses were honest, funny and heartbreaking, and prove that we are not alone in our struggles or triumphs. I don't believe that one General can change the entire organization, but together, maybe we can.

Finally, I would like to acknowledge the contributions made by my JCSP 49 friends and colleagues. From comments made in passing to long mealtime conversations, their opinions, perspectives, and unique knowledge set contributed greatly to the success of this project. Time spent chatting with peers was never wasted.

## TABLE OF CONTENTS

<b>LIST OF TABLES AND FIGURES</b> .....	v
<b>LIST OF ABBREVIATIONS</b> .....	vi
<b>ABSTRACT</b> .....	viii
<b>PROLOGUE</b> .....	ix
<b>INTRODUCTION</b> .....	1
<b>LITERATURE AND POLICY REVIEW</b> .....	5
Succession Planning vs Talent Management .....	6
Favouritism.....	6
Mentorship.....	7
CAF Policy .....	9
<b>EMPIRICAL INVESTIGATION</b> .....	13
Research Methodology.....	13
Quantitative Data.....	14
Qualitative Data.....	25
Information Availability and Communication .....	25
Training and Workload.....	26
Position and Personnel Management.....	26
Relationship between the CM and OA .....	28
Conclusion.....	28
<b>ANALYSIS AND DISCUSSION</b> .....	28
Knowledge and Access to Information .....	29
Trade and Service Related Discrepancies .....	33
Demographics and Personality .....	36
Conclusion.....	37
<b>RECOMMENDATIONS</b> .....	38
Recommendation 1: Clear and Revised ARAs .....	38
Recommendation 2: Change titles within DGMC .....	40
Recommendation 3: Reevaluate Position Priorities and Competencies.....	41
Recommendation 4: Standardize Policy and Practices .....	42
Recommendation 5: Knowledge, Information and Communication.....	43
Recommendation 6: Increase Transparency and Build Trust .....	44

Recommendation 7: Build Diversity and Inclusion .....	45
Recommendation 8: Mentorship .....	46
Conclusion.....	47
<b>CONCLUSION</b> .....	47
Limitations.....	49
Areas for Future Research.....	49
Clinical Trades.....	49
Diversity .....	50
Civilian Augmentation .....	50
Research outside of the CAF .....	50
Recruiting .....	51
<b>REFERENCES</b> .....	52
Appendix A: Survey Questions .....	1
Appendix B: Career Manager Interview Questions .....	1

**LIST OF TABLES AND FIGURES**

Table 1: Participants by Element and Trade .....	15
Table 2: Responses for Survey Questions 4 and 5.....	16
Table 3: SCRIT availability in EMAA .....	20
Table 4: Comparison of positions available (TEE).....	35
Figure 1: CAF Career Management Triad .....	3
Figure 2: Summary of Key Dissatisfiers.....	4
Figure 3: CF Mil Pers Instr 02/08 MES Authority & Management Framework .....	10
Figure 4: Spectrum of Support.....	9
Figure 5: Participants' number of years of service .....	15
Figure 6: Number of years of service between OFP and survey completion (2023).....	30

## LIST OF ABBREVIATIONS

ACSO	Air Combat Systems Officer
AERE	Aerospace Engineer
AFO	Air Force Order
APAB	Air Personnel Appointments Board
APMB	Air Personnel Management Board
APS	Annual Posting Season
ASP	Army Succession Plan
ARA	Accountability, Responsibility, Authority
BLMC	Base Line Manning Control
CA	Canadian Army
CAF	Canadian Armed Forces
CAG	Capability Advisory Group
CAO	Canadian Army Order
CDS	Chief of Defence Staff
CFC	Canadian Forces College
CM	Career Manager
CMP	Chief of Military Personnel
CoC	Chain of Command
DGMC	Director General Military Careers
D Mil C	Director Military Careers
EMAA	Employee Member Access Application
ESR	Establishment Strength Report
HOD	Head of Department
JCSP	Joint Command and Staff Programme
LTSP	Long-Term Succession Plan
MES	Military Employment Structure
MILPERSCOM	Military Personnel Command
NCM	Non-Commissioned Member
NCM	Non-Commissioned Officer
NLO	Naval Logistics Officer
OFP	Operationally Functional Point

PAC	Personnel Advisory Committee
PRes	Primary Reserve
RCAF	Royal Canadian Air Force
RCIC	Royal Canadian Infantry Corps
RCN	Royal Canadian Navy
RegF	Regular Force
SCRIT	Scoring Criteria
STSP	Short-term Succession Plan
SME	Subject Matter Expert
TEE	Trained Effective Establishment



## **CAREER MANAGEMENT IN THE CAF: WEEDING OUT FAVOURITISM IN FAVOUR OF DIVERSITY**

### **ABSTRACT**

The Canadian Armed Forces (CAF) as a military organization is constrained to promoting higher level leaders from within its cadre. The current lack of transparency does not facilitate member awareness or promote accountability for career management decisions and favouritism, real or perceived, undermines the credibility of the career management system. The promotion and progression of those deemed “favoured” leaves other members dissatisfied with their career management and their careers and does not facilitate the advancement of all members to their highest potential. Four hypotheses were explored in the conduct of this research: H1: Unchecked control permits subjectivity and favouritism; H2: Current policy does not support the actual distribution of power; H3: Information power imbalance between members and career managers creates tension and fosters competition vice cooperation; H4: Members are not reaching their full potential.

A review of literature reveals that similar threads underline much of the existing research. Interviews with nine career managers and a survey of senior officers form the basis of the study. The interviews and survey were developed to assess member knowledge throughout their careers, access to information, input into the process, and advantages or disadvantages faced by certain demographics. Hypotheses 1 – 4 were supported with hypothesis 4 remaining inconclusive. Recommendations for relatively simple solutions are offered with the goal of empowering members. This empowerment has the potential to lead to a greater sense of value within the organization and increase retention, while allowing members to reach their maximum potential.

## PROLOGUE

In order to better situate this research project, it would help to understand my experience and perspective. I applied to the CAF in 2004, choosing military police, aerospace engineer and air navigator (ANAV)<sup>1</sup> as my top choices of trade. I was offered ANAV and issues with the career management system started even before day one. On the morning of my enrollment, I received a phone call informing me that I could not be enrolled because the pre-requisite screening for the air navigator trade had not been completed even though I had completed all the testing that was requested. It turned out that since I hadn't applied for pilot<sup>2</sup>, I wasn't sent to complete the organized aircrew screening, so the additional requirements for ANAV were missed. I had one week to complete the remaining testing before the start of the next basic training serial. Finally, with all the testing complete, I was able to enroll and start basic training.

For the five years following graduation from the Royal Military College (RMC), my career followed the standard training path of an ROTP ANAV. There did not seem much personal consideration until completion of the Basic Air Navigator Course, when I was assigned to an airframe. I requested any airframe in Ontario, hoping to get posted in the area for personal reasons, but I was instead assigned to the CH-124 Sea King in Shearwater, Nova Scotia. I was devastated, but understood that the decision was based on my performance during the course and the availability of positions in each fleet. I moved to Nova Scotia to start what would end up being an 11-year posting. When my next phase of training was delayed, I met with the Deputy Commanding Officer of 406 (M) Operational Training Squadron, who was about to become my career manager (CM). I was upset about the delay, and she gave me some advice on how to maximize my time awaiting training. I completed as many professional development courses as possible and conducted second-language training to renew my profile. That was the last time I spoke with my CM for almost seven years.

In that time, annual career manager briefings either stopped happening or weren't memorable. Interviews were not critical because promotions were automatic, and the chain of command (CoC) kept me informed. The focus for junior aircrew was flying as much as possible, maintaining currencies, and reaching the next category upgrade. I don't know that I understood the role of the CM since the Capability Advisory Group (CAG), through the Personnel Allocation Committee (PAC), seemed to be steering my career. Either way, it didn't matter much to me, my focus was doing my job well. I had to stop flying when I became pregnant with my first child and could never get re-qualified because of the short amount of time between my three children, once maternity/parental leave was considered.

After my promotion to major, it was important to meet with the CM again. By this point, my CM was a friend and colleague who I had met at RMC and done most of my training with. It was a different experience and two notable frustrations occurred during that interview. First, I was informed that my pregnancies and subsequent time off would not affect my career, which *could not* be true. I had missed almost three years of work and didn't fly during any of the pregnancies. Although the CoC had done an excellent job of giving me positions that expanded

---

<sup>1</sup> The Air Navigator trade was renamed Air Combat Systems Officer (ACSO) in 2009.

<sup>2</sup> My understanding is that most aircrew applicants apply for pilot, and Air Navigator is a back-up in the event that applicants do not meet the requirements of the pilot trade.

my knowledge and experience, gave me positions with subordinates, and built my leadership and management skills, this time away would, should, and likely had, affected my career progression.

The second topic of contention was my second-language profile, which had expired. I had requested formal second-language training several years prior to obtain a valid profile, since I knew this was important and only operating in English for several years had eroded my skills significantly. These requests were denied because I was deemed too busy and important in my operational role to be away from work. The CM suggested that I pursue training on my own time. Time that was already filled with taking care of an infant, dealing with being pregnant, fulfilling my full-time job responsibilities, and completing my MBA. If the organization felt that having a second language profile was important, then it was also their responsibility to provide the training and the time to complete it. I could only do so much at any given time.

During my MBA Strategic Human Resource Management course, I became interested in examining the career management system of the CAF. I focused specifically on the differences inherent in the new generations and the lack of dual streams within the organization (a technical and a leadership stream). I was starting to realize that there were problems in the system, and it was affecting job satisfaction. After my posting to Ottawa, I was exposed to members of varying trades and heard more stories about how they had felt left out of succession planning, didn't get the opportunities necessary to advance in their career, or just had a feeling of lacking agency over their career and life. Once I knew that I was a candidate for the Joint Command and Staff Programme (JCSP), I became determined to continue my research into the career management system with a goal of recommending simple and attainable solutions to improve the careers of all CAF members.

## **CAREER MANAGEMENT IN THE CAF: WEEDING OUT FAVOURITISM IN FAVOUR OF DIVERSITY**

*“It is unclear who is truly responsible to manage the career of the Major. Is it the Career Manager, the Branch Director, direct supervisors, or through connection?”*

Maj J.C. Tetreault (2016, pp. 6-7)

### **INTRODUCTION**

The current system of career management in the Canadian Armed Forces (CAF) puts the responsibility on members to "manage the careers" of subordinates and peers. There is a long-standing view that careers are “mangled” rather than managed, and building tension between members and their career managers signals a need for change. One RCAF intelligence officer recounted how she felt slighted by her trade after accidentally receiving e-mail correspondence with career related information meant only for the “chosen” group of officers. She felt that she had not been provided the same opportunities to demonstrate her abilities because of being discounted for reasons unknown to her. After fighting for a spot on a critical career course, she excelled, proving that she was worthy of progressing in her career. A naval engineer was told that he was not well-liked and should play more hockey and soccer. Participating in sports activities was stated as being a way to “improve perception and reputation” and be viewed as more favourable within the engineering community. A female aircraft technician was accused of getting pregnant every time she neared the top of the sea-list.<sup>3</sup> Although she did not have the same amount of sea time as her peers, who found themselves at the top of the list sooner than expected, she advanced at the same rate, or faster, than them. This created an environment of animosity where the men felt she had weaponized the system in her favour, and to their detriment. A senior army captain was told that he had reached terminal rank by a senior member in the trade. Luckily for the CAF, the member was motivated to prove the senior officer wrong and has reached the rank of lieutenant-colonel. Anecdotes like this are prevalent throughout the CAF and speak to a variety of situations that leave member feeling dissatisfied with the career management system.

The processes of career management, which are seen as veiled and closely guarded, have recently become more transparent but are still neither sufficient nor standardized enough to facilitate adequate awareness or achieve proper accountability for career management decisions. Significant disparities exist between the services and trades, and even within some occupations, which leads to members feeling disenfranchised and reduces job satisfaction. Favouritism, whether real or perceived, undermines the credibility of the CAF career management system. When unjustified, promotion and progression of those deemed “favoured” leaves other members dissatisfied with their career management and their careers and does not facilitate the advancement of all members to their highest potential.

---

<sup>3</sup> The sea-list in the maritime helicopter community tracks which technicians are scheduled to deploy with the Navy next. Although there are some benefits to deployments, going to sea is not seen as overly favourable amongst aircraft technicians. Members who come to the top and don't sail, start back at the bottom of the list.

Of critical importance is that both the absence of favouritism within the system is proven, and that the perception of any such opportunities for favouritism are dispelled and prevented. A change in mentality regarding succession planning then becomes significantly more difficult as those who control the succession of junior members tend to choose successors who are similar to themselves. Believing they have achieved success, they will choose replacements with similar characteristics, even if those characteristics do not reflect the ideals of the coming generations, or worse, are toxic to the organization. This means that such leaders will continue to perpetuate through the organization and the career management system becomes extremely resistant to change. Critically, such a stubborn mindset, supported by an overall lack of official governance, impedes evolution and discourages diversity. Lack of diversity at the lower levels then offers very little choice when selecting members for the highest ranks, General and Flag Officer appointments, who have the most power to affect change within the organization.

Along with a lack of governance, the tug-of-war between subjective and objective evaluation creates tension. In the early 2000s, Chief of Defence Staff (CDS) General Rick Hillier deemed the merit system too formulaic with little applied judgement. The outcome was “officers who looked good on paper but did not measure up in practice” (Jeffery, 2009, p. 93). If the process becomes too subjective, suggesting that merit is not based on observed performance and potential but on how favourable a member is, members lose faith that their efforts will be rewarded and view the system as overly cronyistic. So, how can the process achieve a balance between subjective and objective evaluation that results in the promotion and advancement of the best officers the CAF has to offer, while also not discouraging those who are deemed inappropriate for higher ranks?

Many members have sought to answer this question, and others, in the past. Although much of the research focuses on the roles and responsibilities of the career manager (CM) or the system within Director Military Careers (D Mil C), which is an important aspect of the career management system, this paper asserts that the CM is only one part of a bigger construct. In order to more effectively manage the careers of CAF members, considering both the needs of the service and those of the member, the “career management triad” (Figure 1) better represents the functional relationship between the member, CM, and Occupation Advisor (OA) (DAOD 5070-0)<sup>4</sup>, with the Chain of Command (CoC) in a supporting role. Many will agree that the needs of the service take priority which is why the triangle is inverted with the member at the bottom. This also represents the typical rank structure within the system where, at most, members may be the same rank as their CM but never higher. OAs and CMs should be equal but are separate as they fall under different L1 commanders. The OAs support the needs of the service commanders while the CMs report to Director General Military Careers (DGMC). Members are often told that they are their best career managers, yet this sentiment is rarely supported by the actions or policies of the organization. The parallel, and not always complimentary processes of CMs, OAs, and CoCs leads to confusion lack of a fulsome picture of what an individual member wants in their career (Wakeham, 2022, p. 4). Oftentimes, members become frustrated trying to get answers to queries regarding the next steps in their career since there is no formal process by

---

<sup>4</sup> All trades have an Occupation Advisor but there is no consistency in assignment (full time position or secondary duty) or terminology. Branch Advisor/Director, MOSID Advisor, CAG Chair, and Regimental Colonels are all alternate terms for positions that perform similar functions.

which the actors in the career management triad communicate and interact. They operate ad hoc and members will find they have different experiences from each other, or even from year to year if their CM or OA changes. These issues are clearly identified within the CAF Retention Strategy.

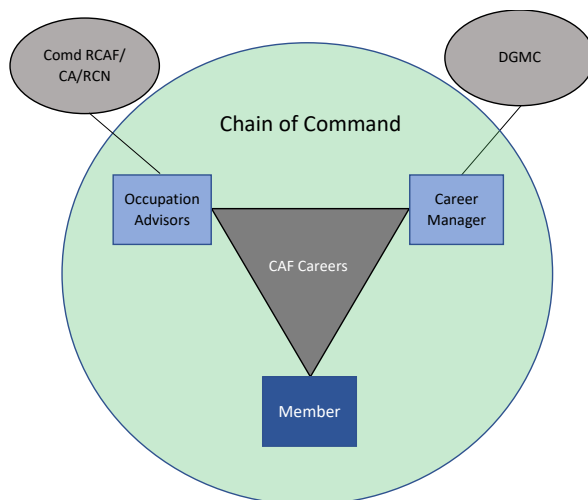


Figure 1: CAF Career Management Triad

The CAF Retention Strategy (2022, p. 2) aims to “guide the CAF in the development of strategic efforts to retain members”. The document mentions several conclusions that this project intends to address, including the need for the CAF to support members in reaching their full potential and achieve satisfaction in service. Relevant guiding principles that support change to the career management system include:

- 5.1 Leadership Responsibilities stating that leaders at all levels are integral in improving retention throughout a member’s career;
- 5.7 A One Force Approach which focuses on the entire organization and seeks to eliminate real or perceived divides; and
- 5.8 Effective Communication which promises that communication will be “frequent, two-way and shared with members” and highlights the need for ongoing communication to higher leadership regarding the needs of members (Retention Strategy, 2022, pp. 23-25).

Line of Effort 5: Support CAF Members’ Careers outlines four strategic objectives:

- improved talent management to match applicants to trades that match their interests and abilities;
- improved path to Operationally Functional Point (OFP);
- the provision of “supportive career management to achieve their goals and reduce irritants related to a career in the CAF;”

- and improved transition process with more options to retain members (Retention Strategy, 2022, pp. 33-34).

This project will discuss the potential application of and recommendation for objective 5a, and support and provide recommendations to achieve objective 5c. Objectives 5b and 5d will not be discussed as they do not pertain to this project.

Further to the Retention Strategy, CAF Exit and Retention surveys emphasize the link between career management and retention. A summary of the 2013-2017 CAF Exit Survey and 2019 CAF Retention Survey reveals several factors specific to career management, indicated in orange in Figure 2. Several other factors identified are also related to career management, including postings (green) and the quality of work and job satisfaction (blue). In summary, the top five reasons for leaving as indicated in the 2013-2017 CAF Exit Survey and three of the top four reasons of the 2019 CAF Retention Survey are related to career management. Some CAF leaders suggest that retention is not an issue and attrition is normal, but the organization must still increase personnel by over 10,000 to meet the current Trained Effective Establishment (TEE). Increasing recruitment without addressing the issues that are causing members to leave will not ameliorate the personnel shortage.



Figure 2: Summary of Key Dissatisfiers

Source: CMP, Adaptive Unit Retention Process – Dissatisfiers, n.d.

These surveys underscore the current situation that many within the organization already understand about career management which this research will attempt to support and address.

The report will start with a literature and policy review to better frame the problem within the current human resource management discussion and current state of CAF career management policy and processes. The primary focus is the processes leading up to the ranks up to LCol for officers and CWO at the L3/formation level for non-commissioned members (NCM) because the conditions for advancement change significantly and members at these ranks are more knowledgeable about career management processes. At this point, they can be considered the product of the career and succession management process. Input was sought from current and past career managers and CAF members through interviews or surveys, the results of which will be provided and analyzed with a discussion to follow. Recommendations for change will be offered.

Organizational change is lengthy and requires significant effort, but the severe personnel shortages require the CAF to maximize short-term, effective change to achieve the outcomes identified in Strong, Secure and Engaged (2017) and the CAF Retention Strategy (2022). Surmising a single solution to fix the complex web of issues surrounding career management is not feasible, nor is there any guarantee that any single solution would be successful. Of significant importance is that the severe staffing shortages result in a need for the CAF to prioritize changes that are deemed most important, so a complete overhaul is unlikely to be supported. Minor changes that leverage best practices within the current system of career management, with an increased focus on leadership, can provide drastic improvements in job satisfaction mid-career and increase retention with minimal time and effort.

## **LITERATURE AND POLICY REVIEW**

The ultimate goal of career management from an institutional perspective is to assign the best members to leadership positions throughout all levels in order to achieve organizational goals. From 1997 – 2022, a 25-year period, over twenty papers have been written by senior officers at the Canadian Forces College (CFC) on subjects relating to career management. Many common themes emerge including succession planning (faults), talent management, transparency and communication, standardization, job satisfaction, flexible career paths, changing demographics, operator vs non-operator trades, mentoring, and individual responsibility for development. One underlying cause of these issues is that some members are being favoured over others based on factors that are deemed unacceptable. The same issues being discussed for over two decades suggests that little progress has been made to correct the deficiencies in career management and consequently there has been minimal success in improving job satisfaction or reducing common dissatisfiers. Although improvements have been made recently, they are not standardized across the CAF so all members are not benefitting from them.

Although several papers have been written from an RCAF and CA perspective, none have been written focused on the career management or succession planning of the RCN. One paper discusses RCN personnel management with a focus on persistent staffing shortages and issues that either cause the shortage or are a symptom of it (Gransden, 2021). Another focuses on submariners exclusively, comparing Canada to other nations' submarine programs and suggesting changes to the overall structure of the submariner sub-occupation (Kerr, 2015). This leads to a question about the RCN and whether their career management is being done so well, there is no room for improvement, or if there are factors preventing members from analyzing the system, such as lack of available information or fear of career repercussions.



## Succession Planning vs Talent Management

There is ongoing discussion about whether succession planning is the correct framework for career management in the CAF. Military organizations are unique compared to the public and private sectors in that key leadership appointments must be filled by members who are already part of the organization. There is no precedent, nor desire, to adopt a process in which high-level positions are filled by members from outside the organization, therefore they must move up through the ranks via the merit and succession planning processes. This unique factor adds a challenging layer to the determination of the best framework to use in identifying junior members early enough in their careers to receive the training and experience necessary to be successful at the higher ranks.

Talent management has been considered as an alternative, or complimentary, approach to succession planning in the CAF (Aldous, 2018; Armstrong, 2016; Coudé, 2019; Goudie, 2016; Johannes, 2018). Talent management is a relatively new concept and varying definitions exist rendering it challenging to describe or implement. The predominant conclusion in previous studies is that talent management can be summarized as focusing on an inclusive approach (Johannes, 2018), with the aim of building pools of individuals with the desired skills (Goudie, 2016, p. 12) compared to succession planning which uses an exclusive approach that aims to prepare specific individuals to assume specific roles or positions.

In considering whether the CAF should change or adapt the succession planning process to a talent management process, some argue that the processes are essentially the same (Okros, 2009, p. 167). The CDS and DM Directive on Reconstitution (2022, p. 12) identifies two specific themes within the “Modernize Military Personnel Management System” line of effort: personnel generation and talent management. The goal of the latter is a Military Personnel Command (MILPERSCOM) driven effort, in coordination with the services and informed by L1s, to “ensure we enable our personnel to achieve their goals and have fulfilling and successful careers.” The remainder of the paragraph implies that talent management is already in practice but must be improved. Armstrong (2016, p. 25) concludes that talent management is a “loaded term with elastic conceptual boundaries” and so, perhaps the CAF does not need to focus on labelling the process being used. As long as the end results remain clear, talent goals are aligned with organizational objectives, and the framework is fair and transparent, results should be achieved.

## Favouritism

In an organization where the number of positions at each higher rank reduces significantly, which has the potential to create intense competition between members, the introduction of favouritism further exacerbates the stressors of members who want to progress. Additionally, when merit does not seem linked to career progression, members become dis incentivized and the potential for reduced performance exists. Members often cite “nepotism<sup>5</sup>” as the source of unfair advantage within the CAF. Although some cases of nepotism may exist, the structure of the organization and numerous parties involved in the career management system limits their occurrence. A more appropriate term for the practice perceived

---

<sup>5</sup> Promotion of family members over others.

is cronyism, defined as “bestowing of privileges to subordinates based on relationships and connections rather than based on merit” (Jawahar, et al., 2021, p. 658). Cronyism is widely viewed as a workplace stressor and therefore negatively affects employee performance (Shaheen, et al., 2020, p. 3). One study suggests that the type of social network and competition between these networks affects the prevalence of cronyism (Begley, Khatri, & Tsang, 2010). Both inter-network (between trades) and intra-network (between members of the same rank) rivalry exists within the CAF. These networks create very strong in-group and out-group relationships that are sometimes based on qualities that members do not expect, such as participation in sports or personality traits, rather than more obvious characteristics like trade or service.

Within social networks involving hierarchy, social capital can develop. Social capital is actual or potential resources (power) that is gained by an individual or unit, through networks of relationships. Jawahar, et al. (2021, pp. 670 & 658) concluded that cronyism has negative consequences for those who are disadvantaged as well as for the organization in terms of reduced social capital, and more specifically, that cronyism “engenders negative work dynamics that detrimentally affect social capital.” The nature of cronyism also supports the advancement of those who have proven that they do not have the skills or competencies to advance further. Leaders who have invested social capital in an individual who then fails to perform in a key leadership position often suffer from a sunk cost mentality and do not want to admit that they spent their social capital on the wrong individual, since it is not unlimited. Additionally, the currently exclusive approach limits the pool of alternate individuals with similar skills, experience and training, which results in the member continuing to advance instead of a more suitable individual.

Members who witness situations like this feel de-valued and will begin to question the organization’s decisions. They may feel like in-group favouritism is exercised purposefully or maliciously, even though it is more likely the manifestation of unconscious bias based on group members’ own experience and success within the organizational construct or invested social capital. Regardless of the motives of favouritism, it can cause out-group members to lose faith in organizational transparency and fairness, and further, come to doubt how they can contribute to the success of the organization (Lasisi, Constanta, & Eluwole, 2022, p. 4).

## **Mentorship**

Mentorship is a key component of career advancement, especially for underrepresented groups. It is challenging being a trailblazer and not a role that everyone wants to assume. A senior military officer said while addressing a JCSP class, “when people see someone like them in positions of power, it empowers them.” In organizations still highly dominated by men, when there are no people like you in the organization, that empowerment must come from somewhere else. For this reason, Johnson and Smith (2019) discuss the importance of men mentoring women. The benefits they outline can be achieved through mentorship and can be applied to all individuals within an organization, not just women.

Johnson and Smith are not the only ones to recognize the value of mentorship. Since 2004, 13 CFC papers have been written specifically on mentoring as a human resource management tool, eight of which are masters of defence studies research projects. It is recognized that some degree of mentoring has and continues to exist within the CAF but is not

formalized, standardized, or widespread. Doré (2021) examined eight existing mentoring programs from a variety of organizations to develop four potential courses of action ranging from maintaining status quo to creating a fully formalized and integrated mentorship program. They identify that the bulk of the resources required to implement change are time and personnel. Doré (2021) also discusses some of the challenges of formal, or forced mentorship, which typically does not work primarily due to a lack of compatibility between mentor and mentee. However, the opportunity for mentorship should be available for all members equally which is difficult to ensure without a defined framework.

Another recent project focused on how mentoring can assist in recruiting and retaining members of the millennial generation. Differences in the needs and wants of this generation have been previously examined (Cauty, 2016; Gauvin, 2000; MacAskill, 2019; Maurice, 2020) and it is widely accepted that they view the workplace differently from their predecessors. Specifically, millennials are characterized by their desire for information and asking questions rather than just accepting what they are told. Hansen highlights that this need is at odds with the military “need to know” construct, which can cause friction and suggest that having a mentor allows millennials to get answers quicker than they would from other sources (CMs or OAs) (Hansen, 2021, pp. 28 & 31). Hansen (2021) identifies several challenges including matching mentors with mentees, diversity (or lack thereof) of the mentor pool, mentor training, and resources required to implement mentorship programs. Finally, the author examines past CAF mentorship program failures.

In further analyzing potential causes for women not advancing into leadership roles in the private sector, Ibarra (2019) posits that a lack of true sponsorship is a significant factor. Ibarra offers a new way to look at the relationship between employees and senior advocates, across a spectrum from ‘mentor’ to ‘advocate,’ highlighting the distinction between them. Seen in Figure 4, relationships vary in their amount of visibility, but what is not explicit is the use of social capital to assist a member in advancing their career. Caution must be exercised when attempting to apply this theory to a military organization since promotions and assignment of positions are more structured and theoretically available to all members with the same qualifications. The levels of support other than ‘mentor’ imply the use of social capital and can easily contribute to a perception of favouritism. Senior leaders advancing the careers of individuals based on their relationship rather than the merit of the individual would qualify as cronyism and can cause dissent amongst members who do not have a sponsor with equal social capital, or no sponsor at all.

## A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.



Figure 3: Spectrum of Support<sup>6</sup>

Source: Ibarra, 2019, p. 5

Given the extensive work on mentoring from a number of different perspectives and the overwhelming agreement of the utility of mentorship, this project will limit the depth of discussion and focus on how it can be leveraged within the career management system with minimal additional work.

### CAF Policy

“Fragmentation of policy can hamper the effective delivery of career services, or worse, lead to inadvertently non-compliant decisions, which aggrieves members and potentially generates formal grievances that can add more workload to an already burdened system” (Armstrong, 2016, p. 32). Worse still, it can lead to the intentional skirting of policy in order to advance personal agendas not in the best interest of the member and at best, it gives the appearance of or supports the notion that the possibility of such corruption is possible. CAF-wide policy, issued under the authority of the CDS or Chief of Military Personnel (CMP)<sup>7</sup>, applies generally to four distinct groups within the CAF: regular force (RegF) officers, regular force

<sup>6</sup> Although feminine pronouns are used, these relationships can apply equally to all genders.

<sup>7</sup> CMP is the Commander of Military Personnel Command, and L1 in the CAF.

NCMs, primary reserve force (PRes) officers, PRes NCMs. This research focuses on RegF personnel and policies only. Policy then diverges at the service level.

In accordance with Mil Pers Instr 02/08, the Military Employment Structure (MES) and management framework consists of four tiers (Figure 3). Some position titles have been updated since 2008 but the basic structure remains. The responsibilities and power of tier two and three members is not standard across the CAF. Some positions are full-time roles while others are secondary duties assigned to members in specified billets. Additionally, though all positions outlined in the policy reside with military members, there are civilian members who hold significant power for personnel and occupation management decisions. It is not appropriate for civilians to be involved in these discussions, nor it is for a single person to hold a significant amount of power without the requisite accountability and authority for such decisions.

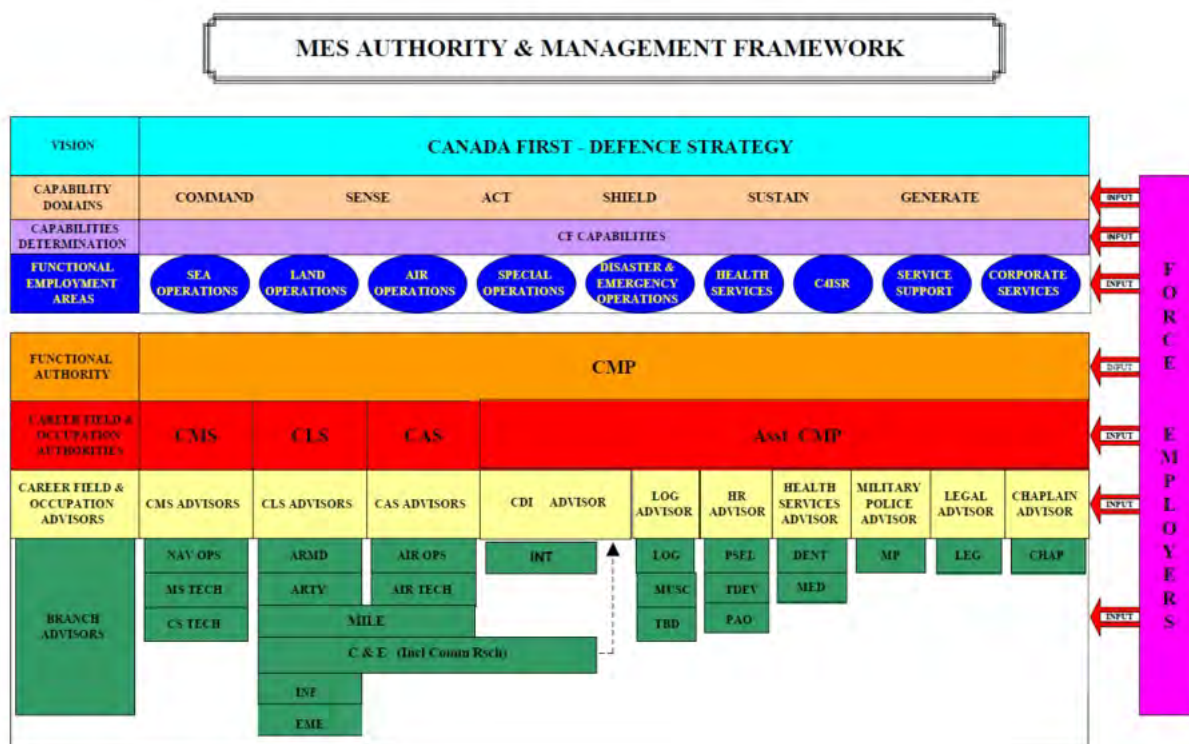


Figure 4: CF Mil Pers Instr 02/08 MES Authority & Management Framework

Given the framework in Figure 3, it then falls to each service L1 to develop occupation management (including succession planning) strategy, directives, and policy that support their respective operations. These resultant policies are very similar on paper, but seem to be practiced quite differently based on service culture and norms.

“Because the CAF currently does not have an integrated succession plan, each Environment (i.e., RCN, CA, RCAF) and a number of branches and occupations within have developed their own individual succession plans that are focused on meeting the needs of their particular organization and not those of the CAF as a whole. That is, current succession planning is

designed to meet the needs of a particular Environment, branch, or occupation first, while the overarching need for developing institutional leaders is a secondary consideration.” (Succession Management: A Concept Paper, 2013 as cited in Armstrong, 2016, p. 35).

Royal Canadian Air Force (RCAF) policy governing career management and succession planning starts with B-GA-407-001/FP-001 Personnel, a capstone doctrine.<sup>8</sup> Air Force Orders (AFO) are also issued by the Commander RCAF. AFO 1000-2 outlines the battle rhythm for key personnel boards, including the Air Personnel Management Board (Officers (APMB (Officers))), the APMB (NCM), the Air Personnel Appointments Board (APAB (Officers)) and APAB (NCM). Command or APAB positions are worth one point on the merit board scoring criteria (SCRIT). The mandate of the APAB is to “identify personnel to fill key positions during the upcoming Active Posting Season” (AFO 1000-2) and the APMB serves to “produce potential lists (Regular Force (RegF) - Officers; Reserve Force (ResF) – Officers); produce ranking lists (RegF A & B; ResF - RA & RB); propose progression plans for individuals demonstrating a high level of potential; and produce a notional medium to long-term succession plan.”

The level 2 policy is contained in 1 Canadian Air Division Order, Volume 1 1-624 which outlines the terms of reference for Capability Advisory Groups (CAG). The CAG “is an operational HQ Level 2 (L2) body charged with providing senior, capability-based leadership consultation, advice, and recommendations in support of the 1 CAD Comd,” which includes career field and occupation advisors. CAG essential functions related to career management include making recommendations on succession planning, senior officer appointments including Commanding Officer positions, Air Task Force (ATF) Commanders (Comd) and LCol Staff positions, and planning for advanced professional development courses (2022, pp. 152-153) which contribute to points on the SCRIT.<sup>9</sup> The majority of seats within the CAG are tied to positions and duties are assumed by the member occupying that position, typically wing and unit commanders. Although not explicitly stated in the orders, the Personnel Allocation Committee (PAC) is a sub-group of the CAG that conducts the activities relating to personnel career progression. There are no specific policies or orders outlining the governance and one PAC chair indicated that they are governed by “tradition” only. The only occupation related policy or documentation within the RCAF exists for Aerospace Engineers (AERE), including AERE Occupation Management Principles, AERE Selection Board Guidance, and AERE Succession Management.

Canadian Army (CA) career management policy is driven by Canadian Army Order (CAO)<sup>10</sup> 11-79 which outlines succession planning. Specifically, it explains the long and short-term succession plan, the army succession plan (ASP) cycle, and tiers which define the expected

---

<sup>8</sup> A copy of this doctrine could not be located.

<sup>9</sup> Advanced professional development includes Tactical Electronic Warfare Instructor Course (TEWIC), Air and Space Power Operations Course (ASPOC), Joint Command and Staff Programme (JCSP) and Second Official Language and Education Training (SOLET). TEWIC or ASPOC gains an air officer 2 points, JCSP is worth 2 points, and second language training score depends on final result, up to 5 points.

<sup>10</sup> Canadian Army Orders were previously named Land Force Command Orders and can still be found with the LFCO designation.

rank of members and appointments for which they are eligible. The ASP cycle consists of four phases which are all carried out by Army personnel (those identified in CAO 11-93), with the CM receiving authority to publish posting messages upon completion of phase four of the process. The CM is not involved at any other point in the process. It was not determined if occupations within the Army, other than the Royal Canadian Infantry Corps (RCIC), follow the policy as outlined. CAO 11-93 outlines the Army Branch Director Advisor Responsibilities but is not very detailed.

The remainder of CA policy is occupation specific, such as the RCIC high range position list and career manager notes to captains and major. High range positions are identified annually that provide members with exposure and prepare them for senior staff or command appointments. These positions are often reserved for members who are succession planned and provide additional points on the SCRIT, which helps members merit for promotion. Out of the 100 positions listed for APS 22/23, 9 are assigned to other services, 64 are assigned to infantry (Dir Infantry, 2022). The CM letter to infantry captains and majors emphasizes the importance of members understanding succession management processes “so as to enable more effective discussion with their Reg’t leadership” (Note to Infantry Captains, 2019, p. 1). This note also states the expectations for majors to mentor and provide career advice to subordinate and other junior officers. Finally, the note outlines the career management process and offers recommendations to assist individuals in personal career planning. The note to majors is similar but tailored to the major rank.

Royal Canadian Navy (RCN) policy is the least clear and most difficult to access. Policy applicable to career management released under the authority of Commander RCN are published as NAVORDs and are relatively up to date (modified in 2021). NAVORD 5000-0 Personnel Management Governance provides definitions of concepts and outlines the authorities for personnel management within the RCN. NAVORD 5002-7 outlines the succession planning process for non-commissioned officers (NCO) but an officer succession planning policy does not exist as a NAVORD (D HR Strat/RDIMS #182365). Discussions with RCN CMs indicate that this document is dated, and this process is not followed. The purpose of NAVORD 5555-1 Occupation Management is to establish the authorities and responsibilities of key position within the RCN management structure including occupation authority, branch advisors, occupation advisors, and career manager.

Subordinate directives could only be located pertaining to the naval logistics officer (NLO) occupation. NAVORD 4500-1 Naval Logistics Officer (NLO) Qualifications and Career Progression offers a basic overview of the ideal development model and expectations of a member of the NLO occupation. The NLO Management directive, issued by the director of naval logistics, provides a management framework for the occupation in support of RCN and CAF objectives. This comprehensive document defines roles and responsibilities of key positions, the career path model, junior officer and succession management, and outlines the importance of head of department tours. The document contains a roadmap of the career path model from NCdt to Capt(N) showing progression over time, key developmental and employment milestones including promotions to the next rank, and career courses. In one image, a member can clearly see the typical path and options available along that path. Not all members will be interested in progressing to Capt(N) but they are at least provided the information regarding what is required and when, should it align with their career ambitions.

Within the bottom tier, the RCAF is consistent in releasing an annual CANFORGEN<sup>11</sup> assigning functional occupational authority and occupation advisors and has done so for at least the last five years. The CANFORGEN references AFO 5007-14 which defines key positions/groups and their duties and responsibilities. The CA similarly releases an annual CANFORGEN, Canadian Army Corps, Regiments, Service Directors/CWO with reference to CAO 11-93. CMP releases messages appointing support branch and occupation advisors referencing Mil Pers Instruction 02/08. Except for 2022, CMP has released an appointment message for the last five years. No similar messages could be found for the RCN.

Individual occupations have attempted to establish guidelines and directives relating to succession planning, likely led by individuals who recognized many of the same issues identified in this research. Draft policies for occupations or groups of trades are referenced in previous Joint Command and Staff Programme (JCSP) student papers, some of which have not become official policy nor could they be located. These include:

- Girouard, Luc. RCAF Logistics Officer Succession Planning Directive, 2018;
- CF Health Services Succession Planning and Management Program, n.d.;
- Parsons, S.M., Royal Canadian Corps of Signals Senior Personnel Management Strategy (Canadian Army HQ: file 4700-1 (DRCCS), 14 Dec 2017);
- Succession Management: A Concept Paper, 2013.

There are also succession planning policies for Royal Canadian Logistics Service and Public Affairs, which outline the specific goals of succession planning within these occupations.<sup>12</sup>

From the review of relevant policy, doctrine, and orders, it becomes obvious that the CM does little in terms of the short and long-term career progression of an individual. That is not to say that the current system needs to be changed, but members have the right to better understand who, or what governing body, is responsible for career planning and progression. Additionally, those involved in career management must have clear authorities, responsibilities, and accountability (ARAs) to ensure that processes are carried out fairly, as intended, and in such a way that minimizes the potential for abuse or corruption that may unfairly disadvantage certain individuals. The greatest challenge is that it is very difficult to discern between supporting a high-performer in advancing their career and discounting those that do not fit the mold.

## **EMPIRICAL INVESTIGATION**

### **Research Methodology**

D Mil C is divided into five main sections that group together all CAF occupations. Within the sections, occupations are divided by rank under an appropriately ranked CM. In some cases, multiple occupations are grouped together under one CM and in others, multiple CMs are assigned to a single occupation. This division is mainly predicated on the number of personnel

---

<sup>11</sup> Canadian Forces Messages communicate information with members widely and quickly. They include information about programs, policies, instructions and events.

<sup>12</sup> Public Affairs and Logistics are purple trades that have members in all three services.



within the occupations. Nine CMs were interviewed with the goal of better understanding the career management system, identifying discrepancies between the sections and within them and between trades, and to highlight best practices that can be applied across the CAF. These members are considered subject matter experts (SMEs) in the processes, procedures, policies, and complexities of career management. Second year or past CMs were sought to the greatest extent possible to ensure the interviewee had at least been through one entire posting cycle, thereby increasing the chances that they possessed the experience required to adequately answer the questions. The specific challenges faced by career managers have been analyzed in the past (Cauty, 2016, Maurice, 2020, Wakeham, 2022) so the focus of this project is not on the competency or capability of the CM's themselves, but their role within the framework as a whole.

A survey was created to collect demographic, qualitative and quantitative information with the aim of gauging the level of understanding of the career management system at the senior officer level. These members have up to 35 years of service, received four or five promotions, and held six to ten different positions. They are also on the cusp of assuming command positions where it will be their responsibility to assist in the career management of subordinate members. Participants were asked to answer yes/no questions, open-ended questions based on personal experiences, and to rate their level of knowledge about several career management concepts at three points in their career. Thematic analysis was applied to the qualitative responses in order to identify the level of awareness each officer possessed, at what point they developed that awareness, and any trends relating to characteristics such as service or trade.

## Quantitative Data

Of 97 members in the sample, 58 responded to the voluntary survey on CAF career management (Appendix A). Participants did not have to answer all questions in order to complete the survey and the average completion time was approximately 30 minutes. Participants have between 7 and 35 years of service with an average of 19.58 years and a median of 20 years (Figure 5). Table 1 shows the breakdown of participants by service and trade.

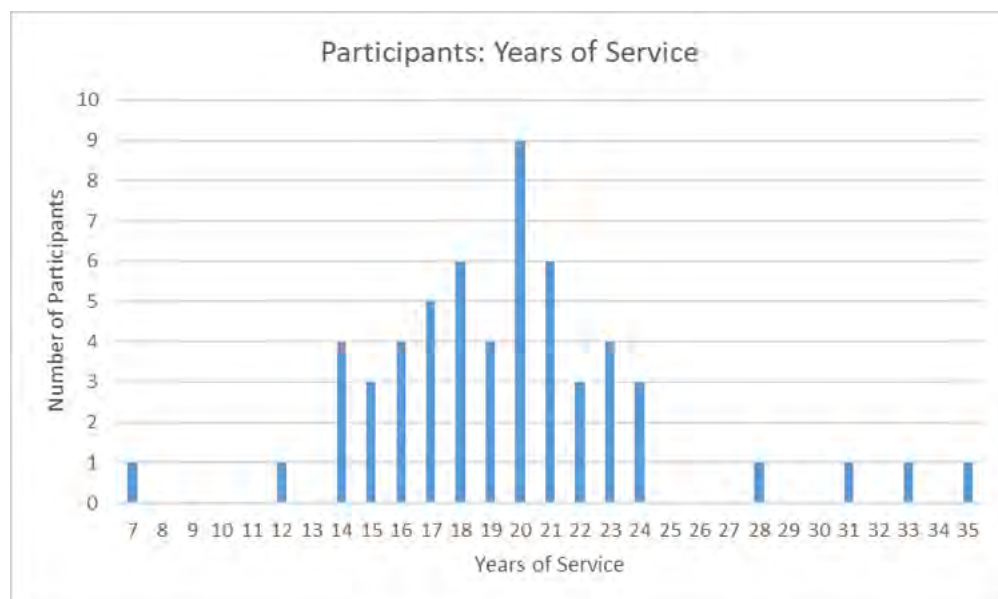


Figure 5: Participants' number of years of service<sup>13</sup>

Army		Air Force		Navy	
Intelligence	1	Intelligence	1		
Logistics	1	Logistics	2	Logistics	3
Armoured	2	Air Combat Systems Officer	3	Marine Systems Engineer	2
Artillery	2	Aerospace Engineer	3	Naval Combat Systems Engineer	3
Electrical and Mechanical Engineer	3	Communications and Electronics Engineer	1	Naval Warfare Officer	4
Engineer	4	Construction Engineer	2	Naval Warfare Officer – Clearance Diver	2
Health Service Operations Officer	1	Pilot	4		
Infantry	11				
Military Police	1				
Signals	2				

Table 1: Participants by Element and Trade

<sup>13</sup> One data point is missing because the participant put the date on which they completed the survey rather than their enrollment date.

Question 4 responses were considered positive (received a briefing) only if delivered live (in-person or virtually). Respondents who indicated that they received a presentation in an e-mail or found it online were considered negative responses (had not received a briefing). Question 5 positive responses include interviews conducted in-person, virtually, or over the phone. E-mail correspondence is not considered an interview in this study.

	Q4. Received a CM briefing (number of responses)	Q5. Received a CM interview (number of responses)
Every Year	(17) 29.31%	(17) 29.31%
Most Years	(11) 168.97%	(9) 14.58%
Half the time	(10) 17.24%	(6) 15.52%
Rarely	(20) 34.48%	(21) 36.21%
Once or never		(5) 8.62%

Table 2: Responses for Survey Questions 4 and 5

6. Have you held a position as Career Manager for your trade? /Avez-vous obtenu la poste de gestion de carrière de votre métier?

[More Details](#)

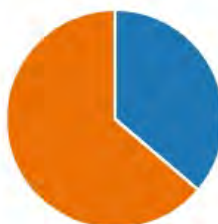
[Insights](#)



7. Have you sat on a selection/promotion board? / Avez-vous participé au rendez-vous de promotion?

[More Details](#)

[Insights](#)



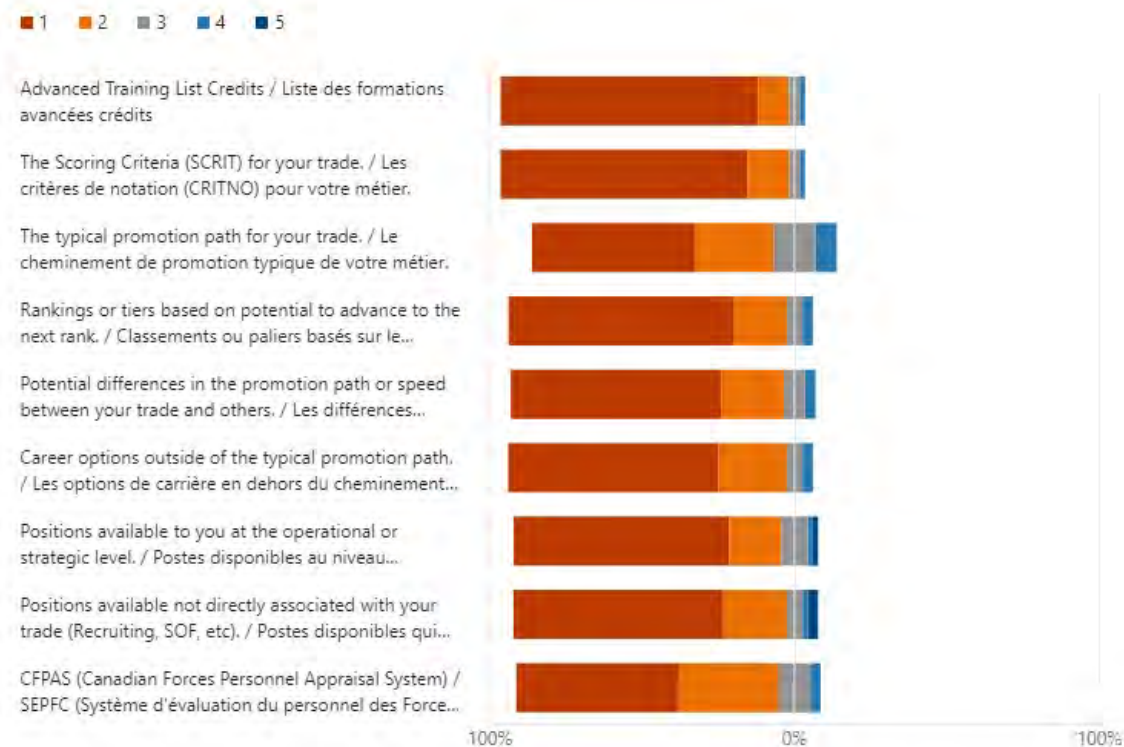
8. Have you sat on a Capability Advisory Group (CAG), Promotion Advisory Committee (PAC) Board or other Trade Advisory Group/Committee? / Avez-vous participé au groupe consultatif d'aptitude, un comité consiel consultatif du promotion, ou autre conseil consultatif de métier?

[More Details](#)



9. Please rate your knowledge of the following topics/items AFTER COMPLETION OF BASIC TRAINING. (1 – never heard of it, 2 – heard about it but don't know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants APRÈS AVOIR COMPLÉTÉ LA FORMATION DE BASE. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

[More Details](#)



It is assessed that some of the higher ratings in question nine were entered in error as the responses from the same participant were lower in the subsequent question. It is unlikely that they knew less as time went on so these responses should be discounted from the above graphic.

Questions 9 – 12 will be discussed in the analysis as the data alone does not provide much insight. The importance of the data is how it changes throughout a respondent’s career.

10. Please rate your knowledge of the following topics/items AT OFP (Operationally Functional Point) IN YOUR CURRENT TRADE. (1 – never heard of it, 2 – heard about it but don’t know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants AU PFO (Point Fonctionnel Opérationnel) DANS VOTRE MÉTIER ACTUEL. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

[More Details](#)

1 2 3 4 5

Advanced Training List Credits / Liste des formations avancées crédits

The Scoring Criteria (SCRIT) for your trade. / Les critères de notation (CRITNO) pour votre métier.

The typical promotion path for your trade. / Le cheminement de promotion typique de votre métier.

Rankings or tiers based on potential to advance to the next rank. / Classements ou paliers basés sur le...

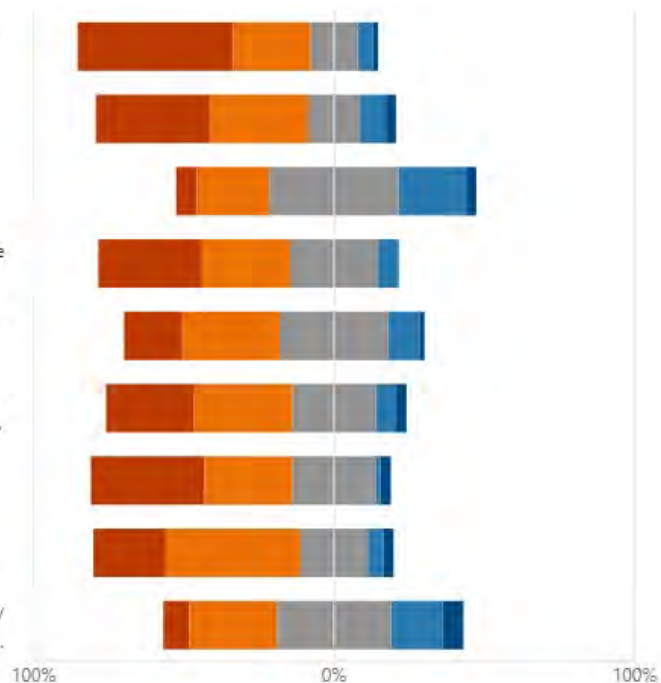
Potential differences in the promotion path or speed between your trade and others. / Les différences...

Career options outside of the typical promotion path. / Les options de carrière en dehors du cheminement...

Positions available to you at the operational or strategic level. / Postes disponibles au niveau...

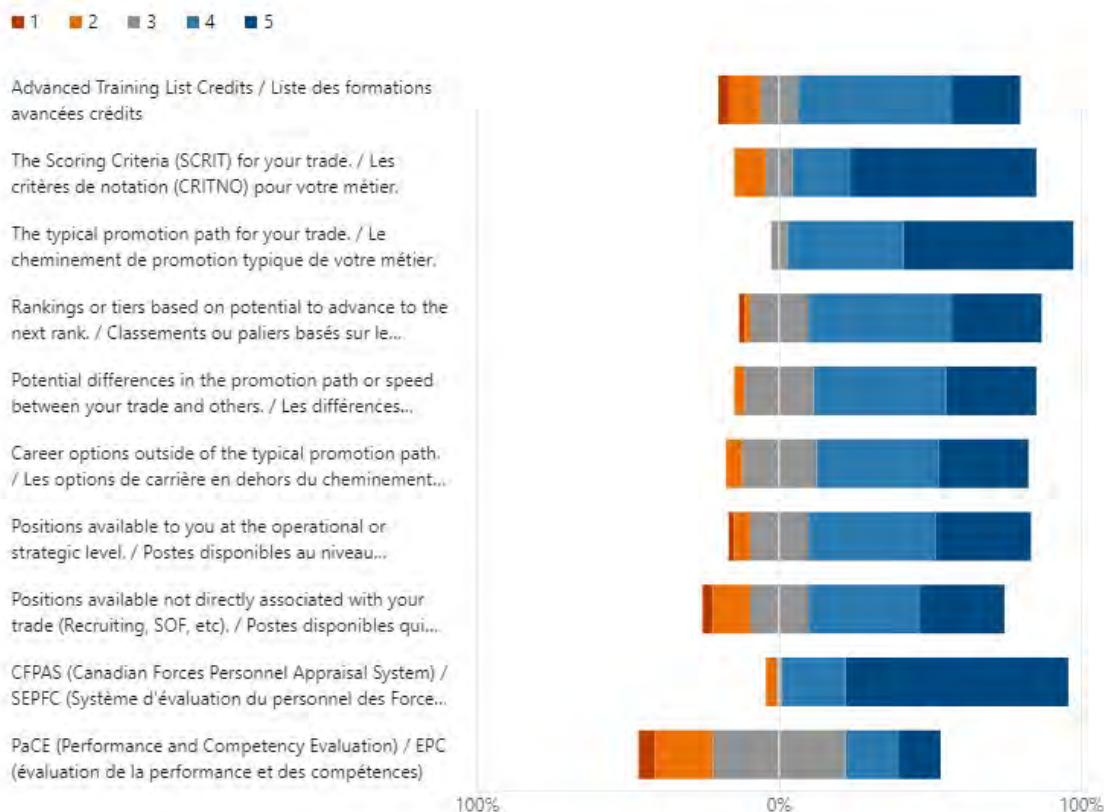
Positions available not directly associated with your trade (Recruiting, SOF, etc). / Postes disponibles qui...

CFPAS (Canadian Forces Personnel Appraisal System) / SEPFC (Système d'évaluation du personnel des Force...



12. Please rate your knowledge of the following topics/items TODAY. (1 – never heard of it, 2 – heard about it but don't know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants AUJOURD'HUI. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

[More Details](#)



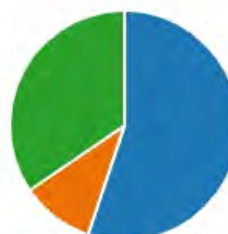
Question 13 responses were split approximately 60/40 in favour of relevant career management information being easy to find. The majority of information was obtained from CMs, supervisors, or Employee Member Access Application (EMAA). Occupation related websites, including data repositories, exist for infantry, engineers (army), intelligence, AERE, and logistics, but there is no indication that the information on each site is consistent. Other recurring comments include the improvement in access to information over the last decade, information is provided more frequently through informal channels and social networks, and that the level of transparency and information sharing changed significantly at the major rank. Responses varied between members of the same trade even though they should have access to the same websites and information.

14. Does your career manager have their own website (DWAN, SharePoint, etc)? / Est-ce que votre gestion de carrière a un site web propre (DWAN, SharePoint, etc)?

[More Details](#)

[Insights](#)

Yes	32
No	6
I don't know	20



Question 15 responses also underscore discrepancies between members of the same trade. For example, one intelligence officer (RCAF) reported becoming aware of the SCRIT as a lieutenant and another (CA) as a major. Predominately, respondents indicated that they may have been aware of the SCRIT as a captain but only became familiar as a major. The most common sources of the SCRIT are the CM (via email), CoC, occupational SharePoint sites, and informal or social networks. Access has become more common in recent years but is still not as prolific as it should be. As per question 16 responses, only 17.27% of participants know that their SCRIT is available in EMAA. The actual availability is shown in Table 3. The SCRITs available for the occupations in the support category all fall under the same CM. Some officers indicated that they only became aware or saw the SCRIT in the last year.

Trade Group	Junior Ranks (Capt/Lt(N) to Maj/LCdr; up to WO)	Senior Ranks (Maj/LCdr to LCol/Cdr; MWO/CWO) <sup>14</sup>
RCN	2 out of 12	1 out of 11
RCAF	9 out of 15	5 out of 11
CA	7 out of 16	2 out of 15
Communications and Services	9 out of 27	9 out of 27 (same as junior ranks occupations)
Support	8 out of 39	8 out of 39 (same as junior ranks occupations)

Table 3: SCRIT availability in EMAA

<sup>14</sup> The totals in the junior ranks and senior ranks categories may not match since some occupations do not promote into the senior ranks or combine/change occupations at senior ranks.

16. Is your SCRIT available in EMAA? / Est-ce que votre CRITNO disponible en AAPCM?

[More Details](#)

[Insights](#)

<span style="color: blue;">●</span> Yes	10
<span style="color: orange;">●</span> No	22
<span style="color: green;">●</span> I don't know	26



17. Have you been given opportunities to meet the requirements of your SCRIT? Avez-vous eu l'occasion de satisfaire aux exigences de votre CRITNO?

[More Details](#)

<span style="color: blue;">●</span> Yes	30
<span style="color: orange;">●</span> No	10
<span style="color: green;">●</span> Maybe	18



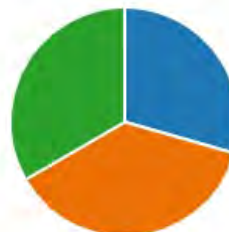
Participants who answered 'no' to question 17 were asked to explain why not. Responses identified second language training as the most difficult points to obtain for English-speaking members who were not already bilingual. Responses also suggest that deliberate attempts to obtain SCRIT points begins at the major rank. Many members indicated that professional development and education were self-driven and only consequently contributed to their SCRIT points, since they were otherwise unaware of SCRIT requirements. One RCN member suggested that their Head of Department tour, which contributes significantly to SCRIT points, was denied because of their age (too old).



19. Have you had a mentor at any point in your career? / Avez-vous eu un mentor à un moment donné de votre carrière?

[More Details](#)

● Yes (formal)	15
● Yes (informal)	19
● No	17

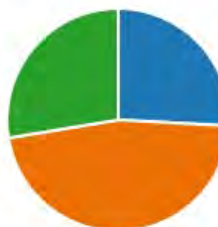


20. Does your trade publish an Occupation Management Directive or similar document that is accessible to all members of the trade? (an occupation management directive establishes an overall occupation management framework that will further define the development and employment model for the occupation/trade. Furthermore, it aims to fill gaps in policies and provide amplifying information on topics such as succession management, career path modelling as well as consolidating information from various key references such as the Officer General Specifications and the Occupation Specifications. / Votre métier publie-t-il une directive de gestion de l'occupation ou un document similaire accessible à tous les membres du métier? (une directive sur la gestion des professions établit un cadre général de gestion des professions qui définira plus précisément le modèle de développement et d'emploi du métier. En outre, elle vise à combler les lacunes des politiques et à fournir des informations complémentaires sur des sujets tels que la gestion de la relève, la modélisation du cheminement de carrière, ainsi qu'à consolider les informations provenant de diverses références clés telles que les spécifications générales des officiers et les spécifications du métier.

[More Details](#)

[Insights](#)

● Yes	15
● No	27
● Maybe	16



21. If your trade uses ranking lists or tiers for advancement, do you know which list or tier you are on/in? Si votre métier utilise des listes de classement ou des paliers pour l'avancement, savez-vous sur quelle liste ou quel palier vous vous trouvez?

[More Details](#)

[Insights](#)

● Yes	38
● No	17
● N/A	3



Of the respondents who answered ‘yes’ to question 21 (38), 21 were satisfied with their ranking (55.26%). Of the remainder (17), the reasons for dissatisfaction include changes to the model that resulted in member tier changes, a lack of fulsome understanding of what their tier/ranking actually means, lack of transparency, rankings/tiers of individuals seeming to not follow the purported convention, unequal or subjective management of individuals caused by manipulation of the system, or the personal perspectives of those who manage the rank/tier lists.

The next question asked about member input into postings/positions with the majority (63.79%) indicating that they have had input, however, several also emphasized that their input has been mostly disregarded. Other comments include that the implications or ramifications of the positions requested were never explained, regardless of whether those positions were granted, and recommendations of beneficial positions were rarely offered by the CMs or CoC which means that members have to know, or figure out, what positions exist in order to express what they want. Members of service couples were generally happy with their level of input and felt that the organization attempts to accommodate service couples as much as possible. Nine out of eleven infantry officers were satisfied with their level of input and positions/postings as well as all AERE, Engineers, CELE, and CE officers. Responses from the three EME officers all varied (yes/somewhat/no) and both RCAF logistics officers said they have had no input into their positions/postings.

In response to the question about who makes the final decision about members’ postings/positions, 85.4% indicated that it was the CoC/OA or council/CAG/Branch advisor. Only four respondents indicated that the CM has any authority in deciding postings/positions. Several respondents believe that the system changes with rank, suggesting that CMs are responsible for lower ranks but branch advisors/councils take over when members approach the senior ranks. Others feel that there is cooperation between the CMs and branch advisors/councils, which is supported by the CM interviews.

Question 25, 26, and 27 aimed to identify factors that resulted in members feeling targeted for reasons other than performance, competence, or skill. Many of the factors were mentioned by members who received an advantage from them and those who felt disadvantaged. The responses to these questions are the most concerning and speak to the main issues being addressed in the recommendations. The key issues identified are as follows:

- a. Discrimination based on gender.<sup>15</sup> Females identified being disadvantaged due to maternity leave or gender characteristics. Some women questioned whether they were progressing due to personal qualities and performance or merely as a means to improve gender statistics. White males now feel disadvantaged because diversity targets promote the advancement of diverse individuals over them. There is one circumstance where a member indicated they were put aside for a member of the opposite gender who was not as qualified for the position in question;

---

<sup>15</sup> Gender was not specifically asked in the survey since it is not a critical demographic. Gender was used in the analysis only where there was confidence of gender based on the responses. For example, the use of gendered pronouns, discussion of giving birth, or explicitly identifying as a man/woman.

- b. Mobility. Members who identified as being easier to move due to willingness or family status felt that they were targeted for postings more frequently;
- c. Age. Members reported feeling targeted and/or disadvantaged due to age, both being young and having plenty of time to progress, and being older, either in age generally or age related to career progression. Some members have felt pressure to reach certain ranks by a certain age believing their careers would stall if they did not;
- d. Favouritism/visibility. Several comments identified personal relationships, or lack thereof, as a factor and members felt like less qualified individuals have received better positions based on relationships with those in control of the posting plot or senior officers within the CoC. Other comments hinted at discrimination on personal grounds, either based on their personality fit within the trade or personal vendettas;
- e. Service couples. Being in a service couple resulted in both advantages and disadvantages, depending on the trades of the members. Some occupation managers (both CMs and OAs) attempt to ensure the needs of the couple/family are considered and both parties are able to progress their careers, while others make no attempt to coordinate with the other career/occupation managers involved;
- f. Bilingualism/second language profile. Many participants reported that being bilingual or a native French speaker afforded the member a distinct advantage. It was clear that there is a wide-spread and significant challenge in accessing second-language and some members indicated that they had to pursue training on their own time, or at personal expense, in order to be eligible for promotion;
- g. Knowledge of the system. Responses emphasized that knowledge of, or lack thereof, can affect career progression. Members believe the system is based on factors other than performance/competency and not understanding the process does not afford members the opportunity to perform in the right ways to facilitate high rankings;
- h. Personality. Several instances occur of members not conforming to “the norm” that is expected by members in control of promotions and postings. Some members feel as though they were not exposed to members who make decisions regarding positions/postings due to their unique career path, which led to them being passed over in favour of more visible, but less qualified members. Postings to “less desirable” positions have also held members back, which may have been the result of members not knowing the benefits or disadvantages of the position or how the position is regarded by members with influence. Finally, specifically to the RCN, members identified that during qualification boards, they were penalized for answering questions or performing in ways that were contradictory to “how the board (the assessors) would have done it,” despite being correct and/or effective.

The final question asked participants if they had any other comments to add regarding career management or their experiences. Responses recommended more visibility of available positions and emphasized that the current system is too ad hoc, does not have enough transparency or future-planning, does not consider members personal interests or attributes nor

provides alternate career paths, requires strong leadership to be successful, and is not explained early enough in members' careers.

## **Qualitative Data**

The questions posed to the career managers are contained in Appendix B. Not all questions were posed to each CM based on applicability to occupation or rank group. The first interview was the longest as it provided a basic understanding of the system in general prior to discussing occupation specific details. For the questions relating to posting cycles, only deviations from the norm were requested during follow-on interviews. All CMs seemed honest in their answers and provided a unique perspective on how the system really functions. Despite their individual personalities, occupation, and experience, the responses to the questions were mostly consistent. Many of the interviews revealed an interesting issue that had not previously been mentioned. The questions and responses can be grouped into the following themes: training and workload; information availability and communication; position and personnel management; and relationship between the CM and OA.

## **Information Availability and Communication**

A number of questions were geared towards the existence and availability of career management related documents and information. Important documents include SCRITs, occupation management directives, personal aspiration forms, and career manager annual briefings. Communications with peers, searches for occupation related documents, and the survey results indicate that the accessibility of information varies by occupation. Although all CMs indicated that SCRITs are available online, there was significant difficulty finding them without being sent either the documents themselves or links to the relevant webpages. It was mentioned twice that SCRITs cannot be officially published because from the time they are approved, it takes too long to translate before they are reviewed and amended for the next reporting year. It was inferred that formally publishing the document without the French translation is not allowed.

In addition to providing members with access to information, CMs must also communicate regularly with members through various means. CMs indicated that they normally travel to conduct annual briefings<sup>16</sup> and send information by e-mail at least once a year. CMs of larger NCM trades ask unit representatives to deliver the brief on their behalf. The frequency of additional correspondence varied by trade, with some CMs indicating that they send out a lot of information at the beginning of the cycle in order to limit the number of questions they receive later. Regular correspondence may also be sent by the occupation manager/advisor. When queried about an occupation management directive, responses indicated that one either did not exist or it is within the occupation manager's purview to draft and release.

Outside of annual briefings, CMs are generally receptive to members contacting them directly. Any restrictions in place are based on either the CM's or CoC's personal preference or desire for a level of control above what would be considered the norm. One other exception exists amongst junior rank NCMs and pilots for two specific reasons. First, simply due to the

---

<sup>16</sup> Briefings were conducted virtually during the COVID-19 pandemic.

number of files that these CMs manage, communication through the CoC helps to both alleviate the burden on the CMs and to ensure that member's questions or concerns are addressed in a timely manner. The second reason is related to experience and understanding of the military lifestyle. Junior members often do not always have the experience necessary to work through issues, or understand ramifications, on their own. Their concerns do not always require attention from the CM and the CoC may be in a better position to assist the member in overcoming their concerns without engaging the CM. However, it was emphasized that any member who requested to speak with the CM after engaging the CoC would not be denied.

### **Training and Workload**

During the interviews, all CMs demonstrated a solid understanding of career management processes, procedures, and policies despite suggestions that CMs are not the right members to perform the tasks demanded of them and that their training is insufficient (Cauty, 2016). However, interviewees concur that the training they received was limited and insufficient to prepare them for their duties. Given the survey results, knowledge amongst senior officers who would be eligible for CM positions varies widely so CMs may be put into the position with very little background knowledge. CMs admitted that there is a significant learning curve in the first year, but that is also true of most positions within the CAF to which members are assigned with no specific training. The CM position, like many other high-profile positions, is assigned to members who demonstrate the characteristics required to excel when tasks are new and the member will have to adapt and learn quickly. CMs indicated that experience in the trade or within the career management organization is necessary to understand the job. More than one expressed that a thorough handover from the incumbent CM or other senior mentor is critical for preparing to take over the position.

One CM admitted that the handover left them feeling like they were competent enough to accomplish 80% of their tasks from the start, but the volume of work was such that they could not complete the work in a timely manner. In addition to being inadequately trained, it has been stated that CMs simply have more files than they can adequately manage (Cauty, 2016, p. 9). A larger volume of files could mean that CMs do not have enough time to become familiar with all the members under their purview, which makes it challenge to meet members' needs and expectations. This in turn can result in a greater reliance on the OAs or members not getting what they want. Through the interviews with the CMs, it was deduced that a universal optimum number of files cannot be identified because quantity is not the only, nor most important, factor. The majority of CMs expressed that their workload was manageable, but not necessarily reasonable. In order to maximize CM productivity, it was suggested that the posting cycle be increased to three years. It was unanimously rejected as feasible given the emotional strain and high tempo associated with the position.

### **Position and Personnel Management**

Of primary consideration during the interviews was the discussion of core versus generic positions and succession planning processes. CMs indicated that loaning or trading of generic positions with other trades is common and there is not typically reluctance to do so. However, this is inconsistent with members' experiences. CMs also emphasized that they are held accountable for filling the positions assigned to their trade and if a reciprocal agreement cannot

be reached with another CM, they will have fewer members to fill their priority positions, which is likely exacerbated by the current staffing shortages. A number of issues arise from this system including limiting member from pursuing positions that interest them and perpetuating the advancement of trades that are assigned more, or better, positions.

Succession planning processes also dictate how positions are filled and by whom. Army succession planning was described as outlined in CAO 11-79 with the only point of contention being the consistency with which members are made aware of their tier assignment. In addition to not knowing their tier, survey participants indicated that the characteristics, traits or experience that define each tier are not specified nor are they aware of how to advance tiers. Air Force CMs described the succession planning system as per AFO 1000-7. Similarly, members are supposed to receive a letter from the OA or CAG informing them of their selection for the O3 list but it could not be confirmed that all members know they are on the list. Naval officer varied the most from available policy. Succession planning begins at the LCdr rank when members are selected to attend JCSP and since seats are limited, this selection can have a significant impact on career progression.

Naval Succession Planning Boards consider scoring criteria based on performance and qualifications, competitiveness for immediate promotion, and current and remaining (potential) years of service. This perspective does not consider that decisions were made prior to the LCdr rank regarding who receives head of department (HOD) tours, which contribute significantly to the number of points available on the SCRIT. An objective scoring spreadsheet is used as a starting point for ranking members being considered for command positions, but the final decision rests with a board. There are two potential issues with this process. First, if members are chosen solely on these scores, there is the potential that members who only look good on paper may be chosen. Second, there is no indication that the board must consider the scoring at all, leading to a more subjective process. Another naval officer CM indicated that the entire process is deeply rooted in tradition and has been managed by a single, retired member for decades, which is both contradictory and troubling. The latter description is consistent with naval officers' experiences and has caused significant contention.

D Mil C 6-7 CM explained that succession planning processes have not existed for long given that medical specialist trades have few opportunities to advance to higher ranks. They stated that a new process has been implemented over the last few years with a focus on formalizing the process and increasing transparency, however, only dental, medical and health services officers (HSO) currently have positions above the rank of Cdr/LCol so succession planning. Members of other occupations have had to voluntarily transfer to the HSO in order to progress further in rank.

NCM medical occupations experience similar issues as their officer counterparts. The NCM CMs reported that succession planning starts at the Sgt/WO rank and medical specialists are identified at the WO rank but not officially succession planned. The number of positions available for medical specialists are limited so many of the occupations do not require succession planning. Members complete succession plan declaration forms and are offered positions via letter, which must be accepted by the member. Within the air maintenance trades, members who show promise in becoming the next RCAF CWO are identified early and are requested to fill out a career path form which feeds the "D-list." Since this process does not involve the CM, they

were not overly familiar with it. Like the CAGs for officers, individuals are assessed by boards who then make recommendations to the CM. The CM stressed that he is not mandated to follow the recommendations, but the list helps create the posting plot because he does not need to search for member to fill positions. Of particular interest relating to NCM succession planning is that once a member reaches the rank of CWO, their occupation has limited impact on opportunities. A CWO is considered the same as any other CWO and only in some cases will the service of the member come into play when being considered for a position.<sup>17</sup>

### **Relationship between the CM and OA**

All interviews revealed that there is a significant relationship between the CM and the OA or other occupation representatives. There was emphasis on the fact that CMs and OAs fall under different CoCs and therefore operate under different policies. It was also noted that priorities are different, although the variation in priorities was not consistent across interviewees. Some CMs believe they are responsible for the interests of the member while the OA is responsible for the health of the trade. Others believe it is the OA's responsibility to know individual members while the CM is responsible for ensuring the overall establishment is maintained.

Regardless of the division of responsibility, the relationships varied significantly by trade. CMs who manage more than one occupation rely heavily on the OAs to assist in managing the trades they with which they are less familiar and describe the relationship as cooperative. On the other hand, some CMs describe their duties as identifying the positions that need to be filled during an APS and it is up to the OAs to decide who will fill each position. Although the CM has the authority to override the OA, it is rarely exercised in either case.

### **Conclusion**

From the results of the survey and interviews, there is a difference in perception of the system from CM and member's perspectives. An environment of animosity has developed where members blame CMs for the outcomes of their careers without having a fulsome understanding of the system or its processes. While it is not reasonable to expect members to have knowledge of the system when this information is not shared widely, members should have an appreciation for the fact that CMs are not that different from them. CMs are also a product of the system and often do not have any more experience or knowledge than the members they are managing when they first take over the position. When information is withheld from members, they are more likely to draw conclusions that are not founded. Fostering a more cooperative environment that allows members more insight into CM responsibilities, redefining, and formalizing roles, and increasing dialogue can assist in mending this strained relationship and foster cooperation.

### **ANALYSIS AND DISCUSSION**

The reality that there are fewer positions available as rank increases necessitates ongoing decisions regarding who will advance and who will not. Factors that distinguish members from

---

<sup>17</sup> Positions within the Army, Navy or Air Force will rarely be given to a CWO from outside that service. Institutional or generic positions are available to any CWO.

each other must be assessed and those who have the traits necessary to perform more demanding positions should be awarded the appropriate rank. Some factors are deemed acceptable for evaluating members while others are not. In some cases, it is challenging to distinguish between the two and may leave members feeling disadvantaged or targeted. Progression based on what is deemed as objectionable is viewed as favouritism and can occur during career planning because of knowledge of the system, trade and service, demographics, and personality.

### **Knowledge and Access to Information**

Survey respondents were expected to be more knowledgeable than most and relatively satisfied given their career success. All participants must have demonstrated average to above average<sup>18</sup> performance and potential, and breadth and depth of experience to reach their current rank. Despite what can be considered career success in terms of rank, members within the sample still raised concerns. Groups of individuals were revealed in the responses including those who are happy with the system as is, those who recognize that they have benefitted from the system but still acknowledge issues that need to be addressed, and those who are not happy with the system at all, attributing their current success to persistence or “just following along.”

In analyzing the level of knowledge of relevant career management topics, participants were unfamiliar with all topics after completion of basic training. This was expected as most participants joined at a young age with limited understanding of the CAF and there is no introduction to the career management system or basic career related concepts during basic training.<sup>19</sup> This also suggests that these topics are not discussed at recruiting centres when prospective members complete the application process. The most familiar topic at this point was the typical career progression for the trade with the least familiar being Advanced Training List (ATL) Credits.

The most significant changes between basic training and operationally functional point (OFP) occur in relation to typical promotion path and the Canadian Forces Personnel Appraisal System (CFPAS) which is consistent with what was expected. As members move through the training system, they become familiar with the normal progression for their occupation. As well, they start receiving performance evaluations which increasing familiarity with how performance and potential are evaluated and affect promotions. The most unfamiliar topic remains ATL Credits with 51.7% of respondents still not being familiar with the term. Potential differences between trades regarding path or speed of promotion becomes evident to members but they still do not know much or are only somewhat knowledgeable about these differences.

Question eleven was asked to gauge the amount of time between basic training and OFP. OFP was chosen as a benchmark because it is when a member becomes qualified to perform the duties of their occupation, is fully employable, and falls under the purview of the CM. Several

---

<sup>18</sup> Given the current staffing shortages, some members are being promoted earlier in their careers and may not have the breadth and depth of experience that was necessary for promotion to higher ranks in the past.

<sup>19</sup> There are two basic training courses, Basic Military Qualification for NCMs and Basic Military Officer Qualification for officers. They have evolved over time but currently do not have, and have likely never had, career management as part of the syllabus.



members omitted either their rank or number of years of service at OFP, answered with their current rank and years of service, or did not answer at all. The survey did not ask members under which type of enrolment plan they joined (ROTP, direct entry, CEOTP, etc) which affects the time between basic training and OFP.<sup>20</sup> Depending on trade, the gap between OFP and current rank varies from 7 to 31 years (Figure 6).<sup>21</sup> The majority of responses fall within 13 and 17 years with a mean of 15.36 years and a median of 14 years.

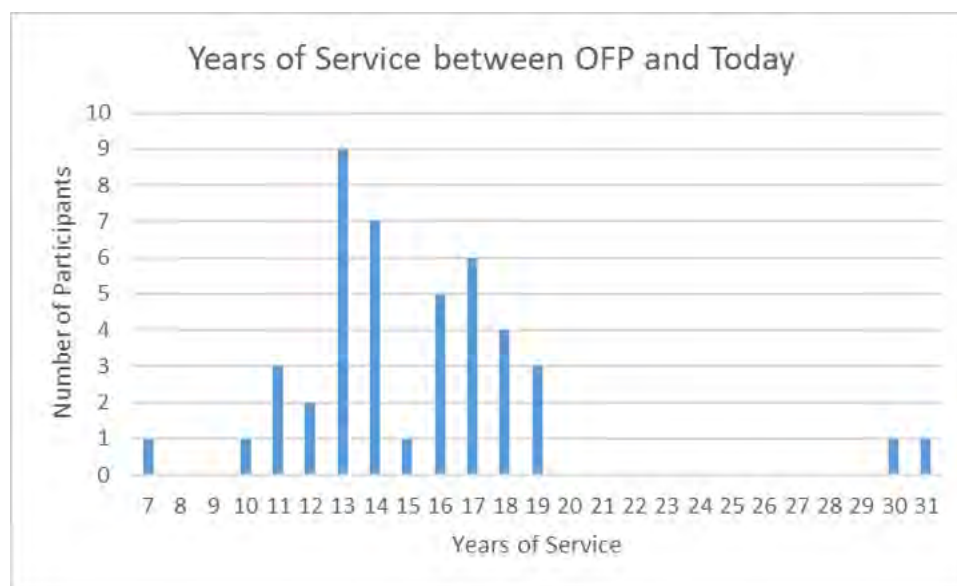


Figure 6: Number of years of service between OFP and survey completion (2023)<sup>22</sup>

The responses in question twelve indicate that the “typical CAF career” is still very prescriptive based on the traditional role of each occupation. This is supported by the CM who indicated that succession planning is not carried out, members simply progress based on their accumulation of points as per the SCRIT. In order to accumulate the maximum points, members must follow the prescribed occupation path. Just over one quarter of participants are somewhat knowledgeable or less familiar with differences in progression between trades (26.3%), career paths outside of the typical progression for their trade (29.9%), or operational and strategic level positions (26.4%), with 35.1% of participants less than fairly knowledgeable on generic positions not associated with their trade. Conclusions that can be drawn from this data include:

<sup>20</sup> Members who enrolled under the Regular Officer Training Plan (ROTP), attending RMC or a civilian university, would automatically have four additional years of service over a direct entry officer (DEO).

<sup>21</sup> Half years were rounded up to the next full year, i.e. a response of 1.5 years of service at OFP was rounded to 2 years for ease of analysis and because exact dates at which OFP was achieved were not provided in all responses.

<sup>22</sup> The members with 30 and 31 years are likely senior Lieutenant-Colonels. The year 2023 was used as “today” without consideration for months for ease in representing the data.

- a. CMs and CoCs do not consistently divulge this information which would allow members to become familiar with alternative career paths;
- b. a reluctance to adapt career progression to better suit members' interests;
- c. a lack of future planning in preparing members for follow on ranks as members could move through the senior ranks quickly if succession planned (AFO 1000-7).

Since the goal is to produce institutional level leaders, which requires experience outside the tactical level, it seems incongruous that senior officers would not be exposed to career options before reaching the point at which they must leave tactical level positions for broader experiences. If members are not given opportunities to work outside of the "normal" tactical path, nor learn about them, the learning curve for institutional understanding becomes significantly greater at higher ranks.

Comparing the responses in questions 10 and 12, it is apparent that most of the knowledge is gained at some point after members reach OFP. This information combined with other responses suggests that the learning most likely occurs at the senior Capt/Lt(N) and Maj/LCdr ranks. Compared to knowledge at OFP, very few topics were entirely unfamiliar. Topics which some participants have still never heard of are ATL credits (3.5%), ranking or tiers for succession planning within the trade (1.8%), operational or strategic level positions available (1.8%), and positions not directly associated with the occupation (3.5%). A large percentage of participants were not very knowledgeable on any topic except CFPAS but 60% or more were fairly or very knowledgeable on each other subject. In general, Naval Warfare Officers (including Clearance Divers) and Marine Systems Engineers gave the lowest scores in question 12 across all topics, apart from typical career path. It is a reasonable expectation that members who have held or are preparing to assume command positions would be fairly or very knowledgeable about career management concepts, but the results indicate that this is not the case and information is not being provided early or often enough in members' careers.

Of significant concern is the lack of familiarity with PaCE, the evaluation system that will be replacing CFPAS for all occupations in the 2022/2023 fiscal year (CANFORGEN 048/23). Many of the officers who participated in the survey will be expected to implement PaCE when evaluating subordinates, as well as guide subordinate leaders in its implementation which they cannot do if they do not have the requisite knowledge. It was noted that CFPAS became misused very early on in its implementation and without conscious effort to prevent it, similar outcomes will occur with PaCE. An online 'click to complete' course is insufficient to train member to implement such an important tool in the progression of members' careers.

The difficulty in accessing information that has defined the career management system in the past supports the notion that such information is kept close hold and only shared with those who are favoured to progress. This increases the gap between in-group and out-group members in that it ensures only those who are favoured have the information they need and are subsequently able to pursue the opportunities required to progress ahead of out-group members. Further, one cannot claim that members could ask for the information, since we would also have to assume that they were aware of the existence of such a repository of information in order to

request access to it. Survey responses show that 34.5% of respondents do not know if their CM has a website.

The only community who seems to have made any progress in increasing transparency and access to information is A4 Maintenance (RCAF). Information was easy to find using the Defence Intranet search and access to their website is unrestricted. A4 Maint manages the AERE and air maintenance trades. The website contains links to the AERE SCRIT, AERE Council records of discussion (ROD), and similar documents pertaining to the air maintenance trades. Although the ROD were abbreviated to protect personal information in accordance with DND policy, the published ROD indicates *that* a meeting took place, *what* was discussed, and what the *results* of those discussions were. Websites for other organizations, such as Royal Canadian Electrical and Mechanical Engineers (RCEME) and Communications and Electronics (Air) Branch were available through the EMAA career pages, but no career management documents could be found for any other trade using the same search method.

In addition to disparity of information, favouritism can be revealed through the conduct of interviews and annual briefings. The number of respondents who received individual interviews every year matches the number of annual briefings received. Eleven of the seventeen participants responded the same to both which might suggest consistency in practice of specific CMs, but the responses came from members of different trades and responses are not consistent within the trade. Potential causes of such discrepancy include the member's desire to participate in these activities, fewer postings requiring fewer interviews, and/or CM focus on specific individuals to ensure information is relayed. Generally, the number of interviews correlated strongly with years in which members were posted or promoted. This was supported by the CMs who indicated that interviews are customarily mandatory during a posting cycle for members being posted or promoted. Four respondents surprisingly indicated that they have only had one interview in their career, and one answered that they never have. This is an occurrence that should not happen, and it is not clear from the responses why it did. It could be an indication of greater involvement of the occupation management team in lieu of the CM but would be specific to these individuals since others in the same trade did not respond similarly.

Although members general desire more information, a balance must be achieved between keeping members informed and avoiding situations where promises are made but not delivered. It would be the ideal scenario if all members knew where their career was going three to five years in the future. For junior members, this is achievable but as members reach critical points of potential divergence, forecasting careers become more challenging. Most importantly, members being promised promotions or positions that do not come to fruition is the worst-case scenario. Regardless of the cause, these situations undoubtedly decrease trust in the organization. It is unrealistic to expect the CAF to forecast with significant accuracy given the unpredictability of the membership. Any number of factors could affect an individual's decision to stay, retire, refuse, or accept a position or promotion, which then causes a ripple effect. Understanding members becomes critically important in determining the right amount of information to give at any time. Some members may not be able to process the disappointment of not getting what was discussed, even if it was clear that it was only a possibility. Others may fully understand that nothing is certain until it happens and prefer to know the possibilities rather than be kept in the dark. Understanding these personality difference can enable CMs and CoCs to choose the level of information sharing that best suits the individual.

## Trade and Service-Related Discrepancies

As per the MES Authority and Management Framework (Figure 3), the distribution of authority affords each service authority over part of the career management system with a focus on achieving service, not CAF, priorities. With each step down, as responsibility is delegated, there is more room for interpretation and adaptation to meet occupation requirements. More importantly, the amount of effort expended seems based on the personality and diligence of individuals who deem a change within the occupation necessary. It is important to have room to adapt policy to meet specific occupational needs, but these unique characteristics are few and do not warrant substantial differences in policy. A more appropriate approach would be to have all occupations follow a common policy and must justify any variations.

The lack of standardization may have an even more profound effect on ‘purple’ trades. Discrepancy in career management and succession planning between Army, Navy, and Air Force can lead to officers from one element being disadvantaged over others (Aldous, 2018). When merit and succession boards are convened to determine promotions and positions for purple trade, board members must overcome the fact that individuals have been succession-planned using different methods but now must be compared on equal terms (Tetreault, 2016, p. 3). Members who belong to a service with formalized processes tend to be chosen for promotion and postings over those with more ‘ad hoc’ processes (Aldous, 2018, p. 3). In the case of Logistics, if the formal processes of the CA and RCN were adopted by all three services, all Logistics officers would be on a level playing field, thus promoting the “right person for the right job” mentality that the CAF claims as its objective.

Purple trades may be additionally disadvantaged if their service does not conduct succession planning in the same way it does for operator trades. For example, RCAF Logistics and Intelligence personnel were not conducting succession planning at all until recently whereas the Pilot and ACSO trades have had processes in place for years. The same process used to identify high performing Pilots and ACSOs can similarly be used for Logistics, Intelligence, and other RCAF members. Better yet, the same succession planning system can be used by all trades in all services including smaller support trades that are often left behind because their management personnel are not as intimately familiar with the processes. More robust systems, such as the CA tier-based ranking, may make it easier to assess candidates which leads to an unfair disadvantage for RCN and RCAF members.

In order to assess candidates for promotion, most trades use a similar, but not identical SCRIT. The most significant difference exists in the naval officer SCRIT which contains a “Qualitative Performance Assessment” section. For promotion to LCdr, officers are assessed over their entire time in rank within four categories. Only members who have completed a HOD tour on ship or submarine are eligible for the full 15 points. Within their category of experience, members are then assigned up to the maximum they are eligible for, with zero points being a possible outcome. Other officer SCRIT are not divided in this manner but there is similarly no indication of how PER scores translate to SCRIT points. The merit system has been described as “as fair as it can get” but this does not consider the process by which members obtain the positions required to accumulate points. It is not clear how the implementation of PaCE will affect merit boards but given the current system, PERs will still be used during merit boards for at least the next two years until members have three PARs on which to be judged. Non-affiliated

member participation and the independent rating system contribute to fair scoring at the boards so this is not the primary issue. The question is whether members are being provided the opportunities necessary to achieve the scores required to be competitive at the boards.

In examining the equality of opportunity for position, one of the most significant discrepancies exists between operational and support (or non-operator) trades. The question of whether non-operators can hold the highest levels of command has been at the forefront of many recent discussions on leadership but is not a new concept (Dionne, 1993; Millar, 1997; Snook, 2018). In order to address the ongoing debate about operator vs non-operator career opportunities, the first question that needs to be answered is whether or not there is a glass ceiling for non-operators with the CAF. There are two contributing factors to the glass ceiling effect that non-operators face. First is that the system may not be set up to promote succession planning for non-operator trades, as previously mentioned. Some occupation managers do not have enough familiarity with the system to advocate for their members and help them obtain high range positions. For some of these occupations, succession planning systems have not existed because of the structure of the CAF, which is the second issue.

The allocation of positions at higher ranks within the ESR favours operators based on numbers, which is a product of the structure of the organization. Within the TEE, the number of positions available at the LCol/Cdr and Col/Capt(N) ranks are more numerous for operators than those for non-operator trades (Table 4). Within the organization, LCol/Cdrs hold positions of unit commanding officer/ship or submarine captain, and these positions are assigned to pilots/ACSOs, naval warfare officers, and combat arms officers.<sup>23</sup>

---

<sup>23</sup> Of note, there are significantly more infantry officers than armoured or artillery at the LCol rank but not at the Col rank.

	Operator	Non-Operator	Ratio
Navy	Naval Warfare Officer	Naval Engineer	
Capt (N)	43	14	3.07:1
Cdr	142	55	2.58:1
Army	Infantry	Engineer	
Col	31	18	1.72:1
LCol	145	57	2.54:1
Air Force	Pilot	Engineer	
Col	35	11	3.18:1
LCol	126	55	2.29:1
Purple		Intelligence	
Col		11	
LCol		43	

Table 4: Comparison of positions available (TEE)

There exists a point in each trade where the number of positions at the next rank is significantly lower than the previous rank. This point is different for all trades and in some cases, once this hurdle is overcome, promotions become significantly more likely. Within the CA, 31.6% of engineers, 32.76% of armoured, and 35.09% of artillery officers will be promoted to Col, but only 21.38% of infantry officers will receive the same promotion. Even though there are more colonel billets for infantry, there are also more lieutenant-colonels competing for them. An examination of NCM trades reveals that there are only 22.12% positions at the Master Sailor (MS) rank for Boatswains (Bos'ns) (416 positions down to 92) but the chances of promotion beyond MS are 86.96%, 86.25% and 72.46% to Petty Officer 2<sup>nd</sup> Class, Petty Officer 1<sup>st</sup> Class and Chief Petty Officer 2<sup>nd</sup> Class (CPO2) respectively. Therefore, once promoted to MS, a Bos'n has a good chance of getting promoted to CPO2 as long as they maintain good performance and conduct. But the number of positions available at each rank is not the only factor affecting progression. The allocation of high range positions shows that some occupations have more opportunities for positions deemed critical for career advancement. Therefore, even if non-operators have a high probability of getting promoted to the LCol or Col rank, the positions assigned to them may not be ranked as highly as those assigned to operators.

The base line manning control (BLMC), the number of positions at each rank that are assigned to each trade, coupled with the assignment of high-range positions to operators makes it more challenging for non-operators to obtain higher command positions within the organization,

which subsequently decreases the diversity of members available to be promoted to the general ranks. Annex B to AFO1000-7 recognizes the challenge of subjectivity as it pertains to assessing candidates for commanding officer or other key positions and provides a list of attributes that eligible candidates should be assessed against in determining fit for these positions. None of these attributes explicitly or implicitly state that knowledge or experience within the realm they will command is critical to success. It is reasonable to assume that officers in any trade can exhibit these characteristics.

### **Demographics and Personality**

Diversity of experience and personality is important in advancing CAF objectives of recruiting more individuals. It also brings diversity of thought and creates more productive teams. Likeability is an incredibly important characteristic but does not necessarily say a lot about leadership ability, yet the current system favours those who are similar to, and can build relationships with, those who occupy leadership positions. Concurrently, it disadvantages members whose personality or demographics do not fit what is considered to be “the mold” of the past. Recently, the CAF amended the dress regulations to accommodate the personal style of diverse individuals but has not also recognized the value of diverse personalities and opinions.

At the forefront of discussions regarding diversity is the goal of increasing the number of women within the CAF. A comparative study (Tanner, 1992) looked at the rank progression of men and women in the CAF from 1972 – 1992 to determine if a glass ceiling existed. The study concluded that, although the number of women had grown significantly in that twenty-year period, it was deemed too early to make any conclusion since the first women to join were still years away from reaching the senior ranks. The study did find that there were gender trends in rank progression based on occupation. Although Tanner recommended that the issue be revisited again in a few years, after enough time had passed to allow enough women to reach eligibility for senior ranks, no follow-on studies have been published. Therefore, it is still difficult to determine the existence of a glass ceiling and/or identify institutional barriers that may be preventing women, or other diverse individuals, from advancing to the senior ranks. As of 2022, only 34 women had been promoted to the General or Flag Officer (GOFO) rank. The first regular force female was promoted to Brigadier-General in 1987 but the first Lieutenant-General was not promoted until 2015. Women are still not being promoted to the highest ranks and the barriers preventing them from doing so are not being addressed.

Increasing gender diversity is not the only concern as each member has their own unique set of circumstance that affect career goals and aspirations, including geographical preferences and family needs. It is critical that these are considered, especially in exceptional circumstances, in order to specifically address any shortcomings in the system that may be creating unintended advantages or disadvantages for certain members. Mady Segal (1986) identified three unique factors that affect military families: geographic relocation, separation from family, and the risk of injury or death. Career progression including promotions, positions, and postings, all contribute to these factors and cause undue stress on military families. Despite the changing nature of military families, research shows that policies are still geared towards a conventional view (Spanner, 2017, p. 484) in that men are the military member and sole income earner, and spouses are expected to follow them around and not pursue their own careers (Harrison and Laliberté, 1994, p. 67). This view continues to be pervasive and even impacts service couples as

one survey respondent mentioned that she was told by the career manager to give up her career and follow her husband. According to survey results, single members felt that they were moved more frequently than members with family suggesting that the CAF has attempted to alleviate the disadvantages to families caused by frequent relocation, however, this strategy disadvantages those who may be less impacted rather than addressing the root cause in a manner that does simply shift the issue to a different group.

## Conclusion

Four hypotheses were posited at the outset of the project and were supported to varying degrees by the study.

*H1: Unchecked control permits subjectivity and favouritism in the current career management system.*

*H2: Current HR Management policy does not support the actual distribution of power.*

Control of the systems is currently not well defined and differences in objectives between stakeholders creates opportunities for favouritism to manifest. MILPERSCOM is responsible for personnel and maintaining a balance of members at each rank within the establishment to support the operational objectives of the CAF. The services are concerned with producing the next service commander, while also ensuring the proper complement of personnel to meet operational objectives within their respective service. There are also separate components of the career management system which members come to realize, but the governance and accountability of the different players is not well understood. From the survey responses, it is clear that members believe that the majority of career management decisions are made by the “trade mafia,” which is one of the few consistencies between trades.

When there is a disagreement between the CM and OA regarding a member under their purview, although the CM has delegated authority from D Mil C to authorize promotions and postings, the will of the OA often takes precedence. If one considers that the CM has likely been hand-selected and is also under the control of the OA, there is a potential for the CM to be penalized in the future if they attempt to go against the OA. It is therefore in the CM’s best interest to do as they are advised for their own sake rather than to push back in favour of a peer.

Although a conflict of interest exists, there is no recommendation to change the system since there are benefits to having the governing body responsible for succession planning reside within the occupation. This body or group of senior officers are often in the best position to adequately assess members’ past performance, experience, and future potential, as well as understand the members unique personal circumstances. However, the system must be better governed and members need to understand who has authority and responsibility for which aspects of career management.

*H3: Information power imbalance between members and career managers creates tension and fosters competition vice cooperation.*

CMs require the resources and time required to perform their duties to an acceptable level. It is not reasonable to burden them with so many files that they cannot keep up with their



tasks within a normal working day and then accuse them of doing their job poorly. Posting cycles also apply to CMs, if they are posted every two-years, as is the current norm, that means that throughout a member's career, their CM is new to the position 50% of the time. These conditions create an environment of distrust between the member and CM, and even between the CoC and the CM, which is not an ideal environment for cooperative career planning. These are instances where the organization may be over-burdening the CM while members expect the same level of knowledge and responsiveness year to year, and the new CM may not be able to deliver that level of output from the start of their tenure. This further reinforces the attitude amongst members that CMs do not know what they are doing and they then shift the blame for decisions they do not agree with onto the CM.

*H4: Members are not reaching their full potential.*

Hypothesis four, although likely true, was not directly proven by this study. One CM indicated that there are times when individuals believe their performance compared to peers is better than it is, or they do not understand the system well enough to reasonably assess their standing. This leads them to believe they have earned or deserve more than they receive. A general lack of communication between members of the career management triad means that the organization cannot truly understand a member's circumstances and career goals. Alternatively, the member cannot truly understand how the system works, where they fit into it, and how they can contribute to the organization. More than anything, members who feel valued by the organization, regardless of their position or rank, are more likely to remain satisfied and continue their employment.

## **RECOMMENDATIONS**

Determining the best ways to approach career management is decidedly a wicked problem. Given the research results, it is apparent that the following issues exist: lack of transparency and communication; lack of standardization; lack of mentorship; and a framework that does not support diversity. Creating an entirely new system would be difficult since stakeholders are unlikely to agree on the root cause and best course of action. The intent is to offer recommendations that address these significant issues without offering a "best solution" to a problem that is challenging to define. Additionally, knowing that resources are at a premium and projects must be prioritized, the intent is to leverage existing tools and documents to reduce the work necessary for implementation.

### **Recommendation 1: Clear and Revised ARAs**

To address the concerns regarding who has control of what processes and what policy governs this control, clear and official delegation of authority for the processes associated with career management must be published. CMP, as the overall authority for personnel, should hold all parties accountable for their duties as relating to the career management of CAF members.

	Authority	Responsibility	Accountability
Career Managers	Given under CMP → DGMC → D Mil C	Assigning members to positions within their assigned occupations to meet the CAF's needs.  Oversight of merit boards to ensure fair application of the process.  Cooperation with OAs, CoCs and members to foster open lines of communication.	Accountable to D Mil C for the execution of assigned tasks.
Branch Advisor	As per Mil Pers Instr 02/08	As per Mil Pers Instr 02/08	Accountable to CMP for providing relevant Branch related information/issues.
Career Field and Occupation Advisors (to include all members or boards who engage in succession planning)	Given under CMP → Service L1s	Coordinate with CMs to ensure the specific needs of the occupation are met.  Raise concerns relating to occupation health to CMP and L1s as appropriate.  Support members to achieve individual career objectives.	Accountable to DGMC for processes following policy.  Accountable to L1s for ensuring the progression of members to support service related needs.
Merit and Succession Boards	Given under CMP → DGMC → D Mil C (in coordination with Career Field and OAs)	Conduct of boards IAW policy.  Ensuring ROD are kept and provided to D Mil C for record-keeping.  Promoting the advancement of diverse individuals while meeting the operational	Accountable to DGMC for processes following policy.  Accountable to L1s for ensuring the progression of members to support service related needs.  Accountable to CMP, through the Branch Advisors, for providing

		needs of the occupation/service.  Providing feedback to members where appropriate.	relevant Branch related information/issues.
CoC	Given under Service L1s	Support CMs and OAs in the development of personnel to achieve individual career objectives.  Mentoring junior members to include annual interviews regarding career aspirations and personal circumstances.	Accountable to CMP/L1s for execution of assigned tasks.
Member		Be active and engaged in the CM policy, including being open and honest about career desires and constraints.	Accountable to the CoC, OA, and CM for providing inputs to aid in understanding of personal needs.

### **Recommendation 2: Change titles within DGMC**

D Mil C's mandate is "to assign Regular Force personnel to meet the current and future needs of the CAF while considering individual aspirations" (D Mil C, n.d.). Assigning personnel to positions does, in no way, imply any sort of long or short-term management of an individual's career. The reality of the two-year posting cycle, their limited relationship with the several hundred members whose files they manage, and the competing priorities between member and organization, do not allow CMs to actively manage any single member's career. They are responsible for being the SME during the period of their term, being the link between the OAs, the CoC and the member, and providing relevant information regarding career progression in an easily accessible and understood manner. It is recommended that the Director General of Military Careers organizations and positions be re-named in order to eliminate the perception that their duties, responsibilities, or mandate include managing individual careers. These titles also better align them with the L1 under which they fall, MILPERSCOM.

Current Title	New Title
Career Manager (CM)	Occupation Personnel and Position Manager (OPPM)
Director Military Career (D Mil C)	Director of Military Personnel and Positions (DMPP)
Director Military Career Administration (DMCA)	Director Military Personnel Administration (DMPA)
Director General Military Careers (DGMC)	Director General Military Personnel and Positions (DGMPP)

### **Recommendation 3: Reevaluate Position Priorities and Competencies**

Positions are currently assigned priorities in accordance with VCDS guidance and although they change somewhat year to year, high range positions tend to remain high priority. A more fulsome analysis of position priorities is warranted given the current staffing shortages. Individual positions within organizations need to be prioritized rather than assuming the priority of the organization to which they belong. This can be accomplished by leveraging member feedback through the CM on a rotational basis, each time a member completes a posting in that position, for example. Members should also be encouraged to provide feedback to the CoC and the CoC can review the requirements to fill positions within their purview on an appropriate basis. Many positions have been vacant for years, suggesting that they are not as useful or important as they once were. A re-evaluation of these positions may reveal positions that can be reallocated to organizations where more positions are needed, such as in the space and cyber domains, without affecting the overall establishment.

In addition to filling the right positions within the organization, there also needs to be some assurance that the right people are occupying them and opportunities are being provided for a broader variety of members. Reassessing the competencies and skills required for positions will either confirm that pre-existing requirements are valid or reveal that they need to be updated. This is especially important for the positions across the CAF at the LCol and Col level, which are the gateway positions to the GOFO ranks. The characteristics outlined in AFO 1000-7 may be used as a starting point for the qualities required for leaders at higher levels. If these skills can be obtained and/or demonstrated by members of many trades and not just operators, then there needs to be an effort to make these critical positions more available.

Finally, although some succession planning directives outline tiers or groups of individuals who are deemed to have the competencies and qualities necessary to advance to higher ranks, there is no documentation available that outlines what these are and how they relate to these rankings. In order for members to have an opportunity to meet the requirements for these rankings, they must know what the benchmarks are (policy) and what they need to improve or continue in order to obtain such rankings (CoC feedback). These descriptions should be, at least loosely, connected to the position competencies as recommended above.

#### **Recommendation 4: Standardize Policy and Practices**

There have been several instances of resistance to change when it involved reducing the segregation of the three services (Conley and Ouellet, 2012) and the recommendation to standardize merit and succession processes across the CAF is likely to be met with the most resistance of all the recommendations. It is likely that the service commanders will defend their own process in order to ensure that they promote and provide developmental opportunities for the officers and NCMs they need to lead their organizations first and the CAF as an institution second. However, there are no functional differences between the services that warrants individualized succession planning or career management given that the intent of succession planning is to groom institutional leaders.

Leaders in all services have similar functions and duties but exercise them in different environments. Overall, the CAF needs institutional leaders, general officers and CWOs, with tactical and operational experience (of any kind) with the requisite skills to lead. “Deep institutional normative dynamics” are at play (Conley and Ouellet, 2012, p. 76) so there is likely to be reluctance to policy change and a tendency to revert to past normative hierarchies (Conley and Ouellet, 2012, p. 78) which have been the foundation of succession planning for a long time.

It is recommended that standardized career management policies and processes be adopted CAF-wide drawing on pre-existing policy and practices that support the end state of developing CAF leaders for the future. These include the following:

1. CAO 11-79 and AFO 1000-7 to be merged and adopted as the succession planning model for the CAF, including the use of the LTSP/O2 and STSP/O3 lists. It shall be clear within the order that these lists, although exclusive, are not final and members may be added or removed at any time based on experience, performance, and dedication to the organization. The criteria for each tier or ranking shall be outlined within the policy.
2. RCAF O3/O2 personal notification letters sent to each member as they are added to, or removed from, the appropriate list (LTSP and STSP). The intent of these letters is to both advise the member of the organization’s forecast of career progression and expectations. The CoC/CM will be responsible for discussing the ranking/tier annually with the member to determine if there are circumstances that warrant removal or addition to the list. Only in circumstances of reproachable performance should a member not be eligible for inclusion on the LTSP or STSP in the years after removal.
3. Naval Logistics Officer Occupation Management Directives to be promulgated and distributed annually for each occupation. This directive outlines the standard career progression for the occupation in addition to any important updates pertinent to the year of publishing including forecast promotion numbers, changes to the SCRIT, and any other significant changes or issues affecting the occupation.
4. Career Manager Note to [Occupation] Captains/Majors. This note issued by the infantry career manager should be promulgated and presented to all members when they reach the rank indicated. This note should be accompanied by a discussion with the member’s immediate supervisor and/or higher CoC to provide the member an opportunity to ask

any questions they may have. This note should be reviewed annually with the member when conducting the interview recommended in the next paragraph.

5. Member career aspiration sheets to be completed by each RegF CAF member annually, discussed and acknowledged by the CoC (signed), and forwarded to the CM for inclusion in the member's file (for CM reference). Some of the information required for merit and succession boards is integrated into PaCE but not all. This document does not serve as a binding contract for future postings or positions but allows for tracking or personal aspirations and goals, as well as changes in personal circumstances over time. Discussion with the CoC provides members an opportunity to ask questions about their career progression. Providing the document to the branch/occupation advisors and CMs would ensure that all parties involved in making career decisions have access to the same up-to-date information provided directly from the member.
6. Regular communication from career managers or occupation advisors is not imperative but is recommended. This type of communication increases member situational awareness of the status of the trade and other important updates that were not covered in the occupation management directive. It also reminds members of where to find important career related information for their occupation. Most importantly, it offers members a feeling of inclusion and being valued, and demonstrates transparency which has the potential to increase esprit-de-corps and, in turn, member loyalty, so long as actions are consistent with the messaging.

### **Recommendation 5: Knowledge, Information and Communication**

Communication may be the single most important aspect of improving the CM process. Without adequate communication, CMs cannot understand what members want or need, CoCs cannot support the member or the CM, and members cannot adequately understand how to integrate into the career management framework to achieve the most fulfilling career possible. Several concerns, best practices, and areas for improvement have been identified through the research conducted with the goal of increasing the quality and frequency of communication as well as exploring methods of re-distributing responsibilities within the career management triad. With the annual posting cycle, there are three key events: annual briefings, interviews, and merit boards. The first two will be addressed here with merit boards being discussed in the subsequent recommendation.

With regards to CM annual briefings, it was expected that most members would have received a briefing throughout their career every or most years. Most briefings, regardless of frequency, were delivered electronically by e-mail or made available on the intranet. This is a missed opportunity for CMs to familiarize or remind members of pertinent processes and policies in addition to briefing any relevant changes occurring in that year. Members are also denied the opportunity to ask questions in a group setting and/or benefit from responses to other members' questions. Given the large quantity of policy relating to career management, it is likely that members are in a position of "not knowing what they do not know" so group settings can contribute to information sharing. There must be more effort put into ensuring all members receive a live annual brief, whether delivered by the CM, or through the CoC where applicable.

Increasing the frequency of briefings only addresses one aspect and the quality of the information must also improve. Career managers should not continue to deliver the same 65-slide<sup>24</sup> PowerPoint presentation to everyone because the information may not be relevant. There must be deliberate consideration for what information members need at what point in their career and the briefing needs to present that information in a meaningful way. Using this strategy promotes the retention of the most critical information for members and reduces the chances of information overload, which often results in very little information being retained at all.

Given the number of files each CM is responsible for, the expectation of an interview with each member annually is not realistic. Of the CMs interviewed, the average number of files is 600. At one hour per interview, that equates to 600 hours, or 15 weeks which is not feasible within the timeframe of a posting cycle. CMs focusing on members who are promoted and/or posted is a logical strategy but there must be an outlet for other members to voice concerns, ask questions, and receive feedback on an annual, or as required, basis. Supervisors, commanding officers, PAC chairs, branch and occupation advisors (depending on rank and position) can fill this gap through one-on-one or group sessions (as appropriate). This will reduce the number of interviews for the CM allowing them to focus on those promoted or posted while also ensuring other members remain engaged in the process and receive the guidance they also deserve.

The COVID pandemic was also a catalyst for the development of many virtual communication tools. Being restricted in the ability to meet in person, the period during the pandemic forced organizations within the CAF to think differently about how they conduct their duties. The Microsoft 365 suite, specifically MS Teams, has relevant and powerful functions that have not yet been leveraged to their fullest. Leveraging these digital communications tools is even more important for connecting with the younger generations who have grown up with a more powerful and accessible internet than any generation before. Occupation groups should be created in MS Teams to facilitate communications between members of the same trade, with the OAs, and with the CM. Within the groups, a shared repository of relevant documents can be established to allow equal access for all members. MS Streams is another tool that will allow CMs to create content, such as CM annual briefings, for easy access and wide distribution. Ensuring that all occupations have this tool will provide further standardization across the CAF.

### **Recommendation 6: Increase Transparency and Build Trust**

Moving forward, the CAF must re-build trust with the members in order to reconcile perceptions and discrepancies. Previous papers recommend that standardizing the practice of not formally notifying members if they are succession planned reduces the chance of demotivating members who are not succession planned or who are succession planned but realize that the reward (promotion) is not likely (Setter, 2018, p. 10). However, I believe that members are intelligent enough to recognize the pyramid structure of the organization and withholding this information is worse than the consequences previously identified. As suggested in AFO 1000-2, records of discussion should be kept for all boards and meetings and sent to DGMC for storage. Redacted or shortened ROD can be published for CAF members to view and members should have the right to request any specific information from any ROD about themselves (released by

---

<sup>24</sup> Current CM briefings vary in length from 40-65 slides but the generic CM briefing available online contains 131 slides.

D Mil C through the CoC). Making this information available increases credibility of the system and assists members in understanding decisions made regarding their career progression. Members will not always be satisfied with the decisions, but if decisions are justified, they will be better able to accept them. Transparency at all stages of the process reduces the chances of dissatisfaction later in members' careers.

Another means of both increasing accountability and transparency within the system is to publish the results of Selection Boards in a manner that does not breach confidentiality. This can be achieved in two ways. After merit boards have been conducted, a member's ranking is posted in EMAA but this numbered ranking alone provides no contextual information. In addition to the ranking, members should be provided with the overall score of their SCRIT from the Board. Members who have the most up-to-date version of the SCRIT for their trade are able to calculate their scores in the majority of the sections, but it is not obvious how PER scores (soon to be PARs) translate into points. Additionally, a list of all scores should be published by rank. Members would thus could see their score compared to all members against whom they were ranked, without knowing who those scores belong to. This would also give members the opportunity to see how their scores change over time and related to their peers. Members would then be better informed as to the climate in which they are competing for promotion, clearly see how their scores translate to rank compared to peers and understand their movement from year to year. Having access to this final ranking reduces the mystery behind the boards and clearly demonstrates how scores result in ranking changes.

### **Recommendation 7: Build Diversity and Inclusion**

Diverse teams have been proven to be more effective, but the diversity net may not be cast wide enough, nor implemented in the best way. Although many occupation names have been updated in recent year, primarily to remove the term 'man' from their titles to promote gender equality, some policy documents have not been updated to reflect these changes. Existing policy or direction relating to career management must be updated regularly, and after a significant change. If diversity is going to be communicated as an institutional objective, then policies and documents must also be updated when necessary to demonstrate the sincerity of this objective.

In line with opening up career opportunities for members of all trade, the CAF should limit the use and distinction of the terms "operator" and "support." It is recommended that the occupation groupings outlined in EMAA be used but in a limited fashion. The use of these terms to separate occupations based on role, or more accurately based on perceived potential for command, only exacerbates non-existent barriers. Some trades will get promoted to higher ranks than others but the underlying cause is currently probability and the BLMC, not potential ability. However, this establishment structure will continue to be overlooked if there remains a culture that segregates trades. If the other recommended changes are implemented to ensure a fair and transparent career management and succession planning framework, and occupation identifiers on high level positions are eliminated or expanded, this change in language will help support the organization in building trust among members and convincing skeptics that there is no glass ceiling for any trade; anyone can be the next CDS, provided they have the right experience and skills.



Although the BLMC controls the number of positions at a specific rank for each trade and attempts to provide equal opportunities for staff positions, it limits eligibility and the pursuit of interest-based careers. To give members more agency over their careers, these general positions can be compiled each year, sorted by priority, and distributed by career managers. Occupations would be responsible for filling the same number of positions as they do currently, but with more flexibility on which positions they fill. Positions that are highly sought would request substantiation for employment from the members interested and a CM board would convene to choose the most suitable applicant for the position. This is not unlike the current process for high profile positions like executive assistants and staff officers. To implement an open list of general trades, the database needs to be comprehensive and include the qualifications or desired characteristics of candidates for each position. Without a reasonable level of understanding of the position or its prerequisites, it will be challenging for CMs to suitably fill them. If deemed overly cumbersome, a CM position could be created to manage the generic positions.

Within the CA, there are issues associated with the Regimental system similar to those mentioned above. Unification in the 1960s that removed the identify and characteristics of the three services was not successful and so eliminating the entire Regimental system is not recommended. Instead, the Regiments should remain, maintaining their traditions and identity, but eliminate the practice of keeping members within the same Regiment throughout their career, which will reduce the Regimental loyalty that builds over time when member remain in the same Regiment. Removing constraints with respect to position assignments will further reduce inter-Regimental rivalry and open up opportunities for all members, regardless of the Regiment they belong to at the time of application. This will then facilitate the right member being posted to the right position at the right time without the constraint of their Regiment.

### **Recommendation 8: Mentorship**

There is a clear consensus regarding the value of mentoring as it can be a means of improving the quantity and quality of information flow regarding career progression and opportunity. One of the challenges for mid-level officers (senior captains and majors) is that there is a relatively low level of knowledge of the career management process, as shown in the results of the survey. It is challenging to offer support and advice to junior members in support of their careers if they do not understand the system themselves. As junior members are mentored in an open and transparent environment, when they advance through the ranks, they will be better positioned to mentor junior members who come after them.

Although previous mentorship programs have failed in the past, there should be an ongoing attempt to develop and implement a program that works. Recently, the AERE trade has recognized the gap in, and need for, mentorship opportunities at the lower levels (Lt – Maj) and has released an AERE Mentorship Program.<sup>25</sup> The program itself is voluntary, informal, and member-driven but the occupation managers have provided a starting point for mentor-mentee relationships and some basic guidelines and recommendations. This program should be monitored with feedback sought by CMP (or delegated authority) on the success of the program.

---

<sup>25</sup> This initiative was announced via DWAN e-mail to all members of the AERE trade on April 19, 2023.

Additionally, this program can be adopted by other trades and communities, preferably by an occupation in each service, so that any unique challenges can be identified, studied, and subsequently overcome.

Since members who want a mentor will likely seek someone who is similar, a more deliberate approach may be required in some circumstances. Focused attention should be placed on assisting diverse members find mentors, as well as providing resources to help mentors build positive relationships with diverse mentees. Although organic mentorships are more effective, these relationships are unlikely to form between members of different social groups (gender, visible minorities, etc.). Implementing deliberate, formal programs for mentorship creates an expectation for members to initiate mentoring relationships and supports those members who would otherwise have difficulty forming these relationships on their own. Once the CAF normalizes the system of mentorship, mentoring relationships will eventually start to form more organically, and the need to a formal program will lessen (Johnson & Smith, 2016, p. 63).

## Conclusion

The author recognizes that they are not a subject matter expert in institutional policy and the recommended changes are likely not perfect. That does not mean that they should be discounted as they can be a starting point for discussion on alternative solutions to reach the same effect. Design thinking suggests that an iterative approach done in a group environment often leads to better solutions to wicked problems (Wujec, 2013), whereas this project was done by a single author. Using these recommendations as a starting point and applying a group iterative process will help identify barriers in implementing the recommendations and determining how to either overcome them or adapt the solutions to overcome any challenges.

It was suggested by one member that the conversation surrounding this research may be more valuable than the research itself. Whether or not that is true, it highlights that there is value in seeking member opinions and feedback. Chains of command at all levels can benefit from starting a conversation about career management as they may realize that simple solutions are within reach. The responsibility for the management of careers resides at all levels, starting with the member and their chain of command up to the respective L1.

## CONCLUSION

Canada's latest defence policy clearly highlights the importance of the people within the organization. Without "dedicated, motivated, and highly skilled people" (SSE, 2017, p. 11), the CAF cannot accomplish any of its tactical, operational, or strategic goals. Militaries have the unique challenge of promoting from within which necessitates the existence of a system that develops, challenges, and promotes members to higher ranks and positions. Currently, aspects of the career management system fall under the purview of different organizations with limited cooperation between them. Postings are managed by the CM in order to meet the requirements of the establishment. Succession planning is carried out by occupation delegates under the service L1 to develop members for higher ranks, operational command, and institutional leadership positions. Finally, performance evaluations, which drive promotions, are completed by the CoC and positions are recommended to the CM, which affects the accumulation of points on the SCRIT. Real or perceived favouritism undermines the credibility of the career management

system and members become dissatisfied with the process, their careers, and the organization when peers receive promotions or desirable positions without apparent justification.

Although there has been some progress in increasing transparency, communication, and mentoring in recent years, initiatives have been individually endorsed and not institutionally led. This has only further increased the amount of discrepancy between services and trades. This study examined a survey of currently serving senior officers and interviews with career managers to determine if, and how, current practices contribute to the perception of favouritism. When members become overly dissatisfied with the progress of their careers or begin to feel like they are part of an out-group, there is an increased risk that either job performance will diminish, or they will move on to other jobs. Additionally, the current system favours members who are like those who have made up the organization in the past and unintentionally forces diverse members into out-groups. If the CAF is going to continue to retain its personnel, as well as encourage new members to join, changes must be made. Four hypotheses were postulated, and it was concluded that unchecked control permits subjectivity and favouritism, current policy does not support the actual distribution of power, and information power imbalance fosters competition between members and CMs. It is likely that members are not reaching their full potential, but this could not be proven by the study and remains a hypothesis for future examination.

Considering the extreme staffing shortages and priority of operations, recommendations were provided that target the most critical issues and are relatively easy to implement. They can be achieved with minimal resources by leveraging tools and documents that have already been developed. Adequate ARAs are critical in ensuring that all members involved in the career management process are aware of their role as well as reducing the opportunities for corruption. Changing titles and re-evaluating the priority of positions, in addition to opening more high range positions to a variety of trades, serves to reinforce roles and responsibilities and increase diversity in upper ranks. Standardizing policy and procedures contribute to equality of career opportunities and management for all members and reduces the favouritism of some trades over others. Sharing knowledge and information, increasing communication and transparency, re-building trust in the system, and mentorship allow members to work more cooperatively with the CM, understand the system in which they are expected to excel, and to better advocate for themselves to achieve their personal career aspirations.

The bottom line is that there is no easy answer or fancy algorithm that will perfectly evaluate members and ensure the most productive career. Some quantitative evaluation tools have been employed to bring objectivity to the process, but subjectivity will remain critical in ensuring all factors are considered. The best place to start in improving career management and member satisfaction is to make the most pertinent information available, thus increasing member awareness and knowledge of the system, and ensure standardization to the greatest extent possible, factoring in deviations only where necessary (and justified) based on specific element or occupation needs. Most importantly, the components need to work in synergy, not to develop the next CDS and CAF CWO or RCN/RCAF/CA Commander and CWO, but to foster rewarding and fulfilling careers for members ensuring that all can reach their highest potential and therefore, contribute the absolute maximum to the organization.

## **Limitations**

A limitation of the population of survey respondents is that they have likely benefited from the current process, merited or not, but that does not mean that they have not experienced challenges throughout their careers. It would be beneficial to survey a broader group, both officers and NCMs, at various rank level to better understand the breadth and depth of the issues. A more detailed survey could also help to specify with more precision the point at which member learning occurs, although universally increasing information availability as recommended will likely alleviate some of the issues, regardless of the current tipping point.

This project focuses mainly on the challenges of career management for Regular Force officers for a few reasons. First, because of the subject group available and the authors own experience. Second, the limited scope of the project meant that the issues of both officers and NCMs could not be adequately addressed. Finally, the succession planning process for officers is more complex given the larger scope of responsibilities within the institution, the greater number of ranks, including general officers, and the need to produce the next CDS and service commanders. Although an attempt was made to include NCM career management, including interviews with NCM CMs, their perspectives and unique challenges could not be examined in as much depth as these members deserve. Aome of the aspects discussed here are equally applicable to RegF NCMs, but there are some nuanced differences that would warrant further study.

## **Areas for Future Research**

### **Clinical Trades**

Past studies (Goudie, 2016; Grodecki, 2017) and interviews with CAF health services career managers highlighted that there are career limits for medical personnel. In recent decades, the number of military health facilities has significantly reduced as well as the services provided in those that remain. CAF medical health professionals often must seek employment in civilian clinics/hospitals in order to retain their clinical currencies. Since the CAF also needs these members to deploy on operations, contracting all health services is likely not an option. It was noted that positions outside of clinical positions are few, meaning that medical personnel do not get the same opportunities for breadth as other occupations, which is typically considered a pre-requisite for advancement to the higher ranks. It was noted that clinical trade members would join the profession on the civilian side if being in a medical trade were their only goal but they seek the unique experience of being a clinical provider within the military context.

A more in-depth review of the CAF medical system must be carried out with a dual purpose of increasing the care provided by military members to military members and providing meaningful, unique and rewarding careers for members of clinical trades. For example, re-investing in CAF medical care facilities that also provide care for dependent would both reduce the stress of members trying to find civilian care providers for their family members and increase the breadth of experience and work available for CAF medical professionals.

## **Diversity**

As the makeup of Canadian families changes over time, a single service member with a non-working spouse is no longer the norm. Although some policies are in place to protect service couples, a more wholesome look at the impact of career management processes, specifically postings on diverse individuals needs to be conducted. AURP highlights that postings are a significant dissatisfier among military members but there are second order effects on career progression of limiting the postings of members. In order to maintain frequent postings that are mandatory for career progression, in terms of building the breadth and depth of experience that is valued of higher-ranking members, the effects of postings on modern families must be more closely considered. Policies and compensation, informed by Gender Based Analysis Plus to identify the unique challenges of diverse members, must be developed with the aim of targeting the root issues such that members are not unduly disadvantaged, or advantaged, in their career progression as a result of their diverse identities. Single parents, blended families, custodial arrangements all put limits on a member's ability to geographically relocate, which may result in reluctance to pursue career opportunities. Consequently, the member becomes disadvantaged in their career progression and the CAF does not realize the maximum potential of the individual.

## **Civilian Augmentation**

A commonly suggested solution to the problem is to hire human resource professionals to manage CAF members' careers. Although this is not recommended, it warrants further study to determine if civilian augmentees within D Mil C might be beneficial. Civilian staff may be able to assist with simple, routine tasks associated with the CM positions, including cutting posting messages. An HR specialist (civilian) can also serve to aid CMs in HR related policy and practices and provide continuity within the system given that CMs and section heads generally change out every two years.

## **Research outside of the CAF**

Although I believe the suggestions here can dramatically improve the career management system within the CAF, and therefore improve job satisfaction and retention, further research could be conducted to compare the CAF system with those of other militaries. Some comparisons have already been drawn between Canada and other nations but only scratched the surface (Carlson, 2014; Levac, 2019). This research will have to be conducted keeping in mind the uniqueness of the Canadian political climate, population and geographical factors, and GDP. Australia is the closest to Canada in terms of demographics and should be part of the research to provide the closest comparison possible. Other allied/western nations would be worth of study to determine if other career management systems may work better for the CAF if they also fit within the greater Canadian context and CAF goals. Even though significant differences exist, there may also be value in comparing the CAF career management system with that of the public or private sectors. An analysis of career management activities may expose strategies or methods that the CAF could adopt to improve the system.

## **Recruiting**

The current generations are no longer willing to join the CAF blindly, accepting whatever may come in the future so career management must start on day one. An assessment of recruiting processes, as it related to career management should be carried out to determine what, if any, changes can be made. With more diverse individuals being recruited, it is important for there to be an up-front discussion about training requirements, career paths, promotion timelines, etc., so members can join the CAF with a more fulsome understanding of the expectations for their occupation, and career in general. Joining the organization with this knowledge then reduces the chances that members will become alienated or be able to later claim that they did not know what they were signing up for.

## REFERENCES

- Aldous, A. (2018). *RCAF logistics officers succession planning: Validating the need for change*. Canadian Forces College.
- Armstrong, J. L. K. (2016). *A confluence of concepts towards professional airpower mastery: Contextualizing talent management and the CAF leader development model*. Canadian Forces College.
- Begley, T. M., Khatri, N., & Tsang, E. W. K. (2010). Networks and cronyism: A social exchange analysis. *Asia Pacific Journal of Management*, 27(2), 281-297.  
<https://doi.org/10.1007/s10490-009-9137-4>
- Canadian Armed Forces. (2021) *CDS Planning Directive For Canadian Armed Forces Reconstitution*. Chief of Defence Staff.
- Carlson, A. T. W. (2014). *What we have is not quite enough: PME and succession planning in the RCAF*. Canadian Forces College.
- Chief of Military Personnel. (n.d.) *Adaptive Unit Retention Process – Dissatisfiers*.
- Chief of Military Personnel. (2008). *CF Mil Pers Instruction 02/08 Branch Advisors – Roles and Responsibilities*.
- Coudé, M. (2019). *Interest-based career management: A potential solution for the Canadian armed forces*. Canadian Forces College.
- Department of National Defence. (2022) *Canadian Armed Forces Retention Strategy*.
- Dionne, J. L. P. “Best person for the job”: *Giving senior officers in engineering and support MOCs a fighting chance within the Canadian air force*. Canadian Forces Command and Staff College.
- Doré, J. F. (2021). *Mentoring in the Canadian Armed Forces: Are we missing out?* Canadian Forces College.
- Gauvin, J. J. (2000). *Canadian forces executive succession planning: A deliberate career-long process*. Canadian Forces College.
- Goudie, S. C. (2016). *How might a talent management system help future leaders of the Canadian forces health services?* Canadian Forces College.
- Government of Canada. (2017) *Strong, Secure, Engaged: Canada's Defence Policy*
- Gransden, F. C. (2021). *Does the RCN have personnel vulnerabilities?* Canadian Forces College.

- Grodecki, A. M. (2017). *Call me maybe: A qualitative study examining general duty medical officer experience with talent management in the Canadian armed forces*. Canadian Forces College.
- Hansen, M. J. (2021). *Mentoring in the CAF: A bridge to a generational rift*. Canadian Forces College.
- Harrison, D., Laliberté, L. (1994). *No life like it: Military wives in Canada*. J. Lorimer.
- Jawahar, I. M., Bilal, A. R., Fatima, T., & Mohammed, Z. J. (2021). Does organizational cronyism undermine social capital? testing the mediating role of workplace ostracism and the moderating role of workplace incivility. *Career Development International*, 26(5), 657-677. <https://doi.org/10.1108/CDI-09-2020-0228>
- Jeffery, Michael. (2009). *Inside Canadian Forces Transformation: Institutional Leadership as a Catalyst for Change*. Canadian Defence Academy Press.
- Johannes, C. (2018). *Towards a hybrid approach: Senior leader talent management in the signal corps*. Canadian Forces College.
- Johnson, W. B., & Smith, D. G. (2019). *Athena rising: How and why men should mentor women*. Harvard Business Review Press.
- Kerr, E. (2015). *Altering the course: Production of submariners in the RCN*. Canadian Forces College.
- Lasisi, T. T., Constanța, E., Eluwole, K. K. (2022). Workplace favoritism and workforce sustainability: An analysis of employees' well-being. *Sustainability (Basel, Switzerland)*, 14(22), 14991. <https://doi.org/10.3390/su142214991>
- Levac, R. (2019). *Professionalization of DND's procurement workforce: The Canadian army succession plan isn't helping*. Canadian Forces College.
- MacAskill, K.A. (2019). *A collaborative and decentralized approach to career management*. [Unpublished manuscript]
- Millar, D. B. (1997). *"Why can't I be CDS?"* Canadian Forces College.
- Okros, A. (2009) Becoming an Employer of Choice: Human Resource Challenges within DND and the CF. Chap. 7, In C. Stone (Ed.) *The Public Management of Defence in Canada* (pp. 141-193). Toronto: Breakout Education Network.
- Shaheen, S., Zulfqar, S., Saleem, S., & Shehazadi, G. (2020). Does organizational cronyism lead to lower employee performance? examining the mediating role of employee engagement and moderating role of islamic work ethics. *Frontiers in Psychology*, 11, 579560-579560. <https://doi.org/10.3389/fpsyg.2020.579560>



- Segal, M. W. (1986). The military and the family as greedy institutions. *Armed Forces and Society*, 13(1), 9-38. <https://doi.org/10.1177/0095327X8601300101>
- Setter, R. (2018). *Motivation in the RCAF and the succession planning process*. Canadian Forces College.
- Snook, M. (2018). *RCAF leadership and the cult of the pilot: Reassessing a WWII organizational structure*. Canadian Forces College.
- Spanner, L. (2017). Governing “dependents”: The Canadian military family and gender, a policy analysis. *International Journal (Toronto)*, 72(4), 484-502. <https://doi.org/10.1177/0020702017740606>
- Tanner, L. M. (1992). *The career progression of women in the Canadian forces: Is there a "glass ceiling"?* Canada, Dept. of National Defence, Directorate of Manpower Analysis.
- Tetreault, J. C. (2016). *Review of the army's mid-level succession planning*. Canadian Forces College.
- Wakeham, A. (2022). *Career management: Modernization is a must*. Canadian Forces College.
- Wujec, T. (2013) *Got a wicked problem? First, tell me how you make toast*. [Video]. TED Talks. [https://www.ted.com/talks/tom\\_wujec\\_got\\_a\\_wicked\\_problem\\_first\\_tell\\_me\\_how\\_you\\_make\\_toast?language=en](https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast?language=en)

## Appendix A: Survey Questions

1. Enrollment Date / Date d'inscription:
2. Element / Élément (RCAF, RCN, CA, SOF)
3. Trade / Métier:
4. How many times in your career have you received a briefing from your Career Manager? (answers can include: every year, 5 times, never in person but received every year by email, etc.) / Combien de fois pendant votre carrière avez-vous reçu un présentation de votre gestion de carrière? (les réponses peuvent inclure : chaque année, 5 fois, jamais en personne mais reçu chaque année par courriel, etc.)
5. How many times in your career have you met with your Career Manager (individual interviews)? / Combien de fois pendant votre carrière avez-vous avoir une rencontre avec votre gestion de carrière?
6. Have you held a position as Career Manager for your trade? /Avez-vous obtenu la poste de gestion de carrière de votre métier?
7. Have you sat on a promotion board? / Avez-vous participé au rendez-vous de promotion?
8. Have you sat on a Capability Advisory Group (CAG), Promotion Advisory Committee (PAC) Board or other Trade Advisory Group/Committee? / Avez-vous participé au groupe consultatif d'aptitude, un comité conseil consultatif de la promotion, ou autre conseil consultatif de métier?
9. Please rate your knowledge of the following topics/items AFTER COMPLETION OF BASIC TRAINING. (1 – never heard of it, 2 – heard about it but don't know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants APRÈS AVOIR COMPLÉTÉ LA FORMATION DE BASE. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

Advanced Training List Credits / Liste des formations avancées crédits

The Scoring Criteria (SCRIT) for your trade. / Les critères de notation (CRITNO) pour votre métier.

The typical promotion path for your trade. / Le cheminement de promotion typique de votre métier.

Rankings or tiers based on potential to advance to the next rank. / Classements ou paliers basés sur le potentiel d'avancement au grade suivant.

Potential differences in the promotion path or speed between your trade and others. / Les différences potentielles dans la voie ou la vitesse de promotion entre votre métier et les autres.

Career options outside of the typical promotion path. / Les options de carrière en dehors du cheminement de promotion typique.

Positions available to you at the operational or strategic level. / Postes disponibles au niveau opérationnel ou stratégique.

Positions available not directly associated with your trade (Recruiting, SOF, etc.). / Postes disponibles qui ne sont pas directement associés à votre métier (recrutement, forces d'opérations spéciales, etc.)

CFPAS (Canadian Forces Personnel Appraisal System) / SEPFC (Système d'évaluation du personnel des Forces canadiennes)

10. Please rate your knowledge of the following topics/items AT OFP (Operationally Functional Point) IN YOUR CURRENT TRADE. (1 – never heard of it, 2 – heard about it but don't know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants AU PFO (Point Fonctionnel Opérationnel) DANS VOTRE MÉTIER ACTUEL. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

Advanced Training List Credits / Liste des formations avancées crédits

The Scoring Criteria (SCRIT) for your trade. / Les critères de notation (CRITNO) pour votre métier.

The typical promotion path for your trade. / Le cheminement de promotion typique de votre métier.

Rankings or tiers based on potential to advance to the next rank. / Classements ou paliers basés sur le potentiel d'avancement au grade suivant.

Potential differences in the promotion path or speed between your trade and others. / Les différences potentielles dans la voie ou la vitesse de promotion entre votre métier et les autres.

Career options outside of the typical promotion path. / Les options de carrière en dehors du cheminement de promotion typique.

Positions available to you at the operational or strategic level. / Postes disponibles au niveau opérationnel ou stratégique

Positions available not directly associated with your trade (Recruiting, SOF, etc.). / Postes disponibles qui ne sont pas directement associés à votre métier (recrutement, forces d'opérations spéciales, etc.)

CFPAS (Canadian Forces Personnel Appraisal System) / SEPFC (Système d'évaluation du personnel des Forces canadiennes)

11. What was your rank and how many years of service did you have when you reached OFP in your current trade? / Quel était votre grade et combien d'années de service aviez-vous lorsque vous avez atteint l'OFP dans votre métier actuel?

12. Please rate your knowledge on the following topics/items TODAY. (1 – never heard of it, 2 – heard about it but don't know much, 3 – somewhat knowledgeable, 4 – fairly knowledgeable, 5 – very knowledgeable) / Veuillez évaluer votre connaissance des sujets/éléments suivants AUJOURD'HUI. (1 - n'en a jamais entendu parler, 2 - en a entendu parler mais ne sait pas beaucoup, 3 – un peu informé, 4 - assez bien informé, 5 - très bien informé)

Advanced Training List Credits / Liste des formations avancées crédits

The Scoring Criteria (SCRIT) for your trade. / Les critères de notation (CRITNO) pour votre métier.

The typical promotion path for your trade. / Le cheminement de promotion typique de votre métier.

Rankings or tiers based on potential to advance to the next rank. / Classements ou paliers basés sur le potentiel d'avancement au grade suivant.

Potential differences in the promotion path or speed between your trade and others. / Les différences potentielles dans la voie ou la vitesse de promotion entre votre métier et les autres.

Career options outside of the typical promotion path. / Les options de carrière en dehors du cheminement de promotion typique.

Positions available to you at the operational or strategic level. / Postes disponibles au niveau opérationnel ou stratégique.

Positions available not directly associated with your trade (Recruiting, SOF, etc.). / Postes disponibles qui ne sont pas directement associés à votre métier (recrutement, forces d'opérations spéciales, etc.)

CFPAS (Canadian Forces Personnel Appraisal System) / SEPFC (Système d'évaluation du personnel des Forces canadiennes)

PaCE (Performance and Competency Evaluation) / EPC (évaluation de la performance et des compétences)

13. In your experience, have you been able to access relevant career management information? Was it easy to obtain? How did you receive or find it? / D'après votre expérience, avez-vous été en mesure d'accéder à des informations pertinentes sur la gestion de carrière? Était-elle facile à obtenir? Comment l'avez-vous reçue ou trouvée?
14. Does your career manager have their own website (DWAN, SharePoint, etc)? / Est-ce que votre gestion de carrière a un site web proper (DWAN, SharePoint, etc)?
15. If you are familiar with the SCRIT for your trade, at what rank did you become familiar with it? How did you get access to it (CM, CoC, found it online)? / Si vous connaissez le CRITNO de votre métier, à quel grade en avez-vous pris connaissance? Comment y avez-vous eu accès (gestion de carrière, chaîne de commandement, trouvé en ligne)?
16. Is your SCRIT available in EMAA? / Est-ce que votre CRITNO disponible en AAPCM?
17. Have you been given opportunities to meet the requirements of your SCRIT? Avez-vous eu l'occasion de satisfaire aux exigences de votre CRITNO?
18. If not, please explain. Si non, veuillez expliquer.
19. Have you had a mentor at any point in your career? / Avez-vous eu un mentor à un moment donné de votre carrière?
20. Does your trade publish an Occupation Management Directive or similar document that is accessible to all members of the trade? (an occupation management directive establishes an overall occupation management framework that will further define the development and employment model for the occupation. Furthermore, it aims to fill gaps in policies and provide amplifying information on topics such as succession management, career path modelling as well as consolidating information from various key references such as the Officer General Specifications and the Occupation Specifications. / Votre métier publie-t-il une directive de gestion de l'occupation ou un document similaire accessible à tous les membres du métier? (une directive sur la gestion des professions établit un cadre général de gestion des professions qui définira plus précisément le modèle de développement et d'emploi de la métier. En outre, elle vise à combler les lacunes des politiques et à fournir des informations complémentaires sur des sujets tels que la gestion de la relève, la modélisation du cheminement de carrière, ainsi qu'à consolider les informations provenant de diverses références clés telles que les spécifications générales des officiers et les spécifications du métier.
21. If your trade uses ranking lists or tiers for advancement, do you know which list or tier you are on/in? Si votre métier utilise des listes de classement ou des paliers pour l'avancement, savez-vous sur quelle liste ou quel palier vous vous trouvez?
22. Are you satisfied with this ranking? Explain / Êtes-vous satisfait de ce classement? Expliquez.

23. Do you feel like you have had input into your postings/positions to this point? Explain. / Avez-vous l'impression d'avoir contribué à vos mutations/postes jusqu'à maintenant? Expliquez.
24. In your opinion, who makes the final decision on your postings/positions? Why? / À votre avis, qui prend la décision finale concernant vos mutations/postes? Pourquoi?
25. Have you ever questioned your career progression or felt targeted based on gender, race, or another characteristic? Please explain. / Avez-vous déjà remis en question votre progression de carrière ou vous êtes-vous senti(e) visé(e) en raison de votre sexe, de votre race ou d'une autre caractéristique? Expliquez.
26. Have you ever felt unfairly disadvantaged in your career? If yes, please explain. / Vous êtes-vous déjà senti injustement désavantagé dans votre carrière? Si oui, expliquez.
27. Have you ever felt that you were at an advantage over your peers, due to succession/talent management, knowledge of the CM system, or other reason? If yes, please explain. / Avez-vous déjà eu l'impression d'être avantagé par rapport à vos pairs, en raison de la gestion de la succession/des talents, de votre connaissance du système CM, ou pour d'autres raisons? Si oui, veuillez expliquer.
28. Do you have any other comments regarding your career, experiences or career management you wish to share? / Avez-vous d'autres commentaires concernant votre carrière, vos expériences ou la gestion de votre carrière que vous souhaitez partager?

## Appendix B: Career Manager Interview Questions

### **Career Manager Interview**

Interview Date:

Name:

Position:

Number of files/members under purview:

Is this number of files manageable?

Is the SCRIT available to members? How (online, e-mail, etc.)?

Annual Communications with members/how do you communicate with your members? Any regular correspondence throughout the year?

Are there any rules or barriers in communication (certain ranks or members are not permitted to contact the CM directly, how do they communicate with the CM organization)?

Does your trade have an Occupation Management Directive?

What is the typical annual posting cycle? Do you or your trade have any processes that are outside the norm within the posting cycle?

Explain generic, trade assigned positions?

Discuss your posting priorities.

How are EA, SO and ADC positions filled?

What is your relationship with the CAG/OA/Branch Advisor?

How important is a JCSP qualified Maj/LCdr to the trade?

How is succession planning conducted?

Does the in-depth understanding of the trade that you have based on your own career contribute to carrying out your duties as a CM? Is it critical to perform your duties?

Was the training you received sufficient to prepare for the CM duties when you first took over the position (if we talked about this already, no need to answer again. For those who have been posted to D Mil C more than once, please refer to your first posting only)?

Would increasing the posting cycle to 3 years be a viable option to increase CM effectiveness?

Do you have any other comments or information to add?