

A Competency Dictionary For The Canadian Forces And Its Application To Succession Planning

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Background

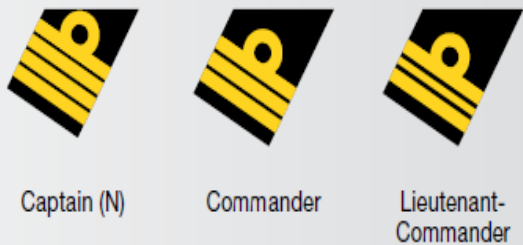
- Chief Defence Staff vision 2005
- Chief Military Personnel mandate
 - Initiatives 2008 (Director General Military Personnel)
 - Succession Planning Review
 - Personnel Appraisal System Review

Current CF Succession Planning Process

- Starts at the Colonel level
- **Environment specific** (annual Succession planning board made up of a chair—Environment Deputy Comd— and members at the rank of MGen/RAdm and BGen/Cmdre)
- No standardized use of a framework upon which to guide selection across environments
- CF highly successful at developing leaders for operational command positions but not as much for strategic positions (LGen (Ret'd) Jeffery, 2008)



SENIOR OFFICERS



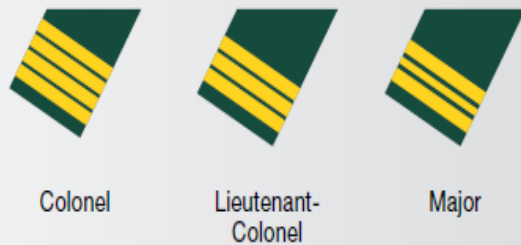
JUNIOR OFFICERS



All General Ranks



SENIOR OFFICERS



JUNIOR OFFICERS



All General Ranks



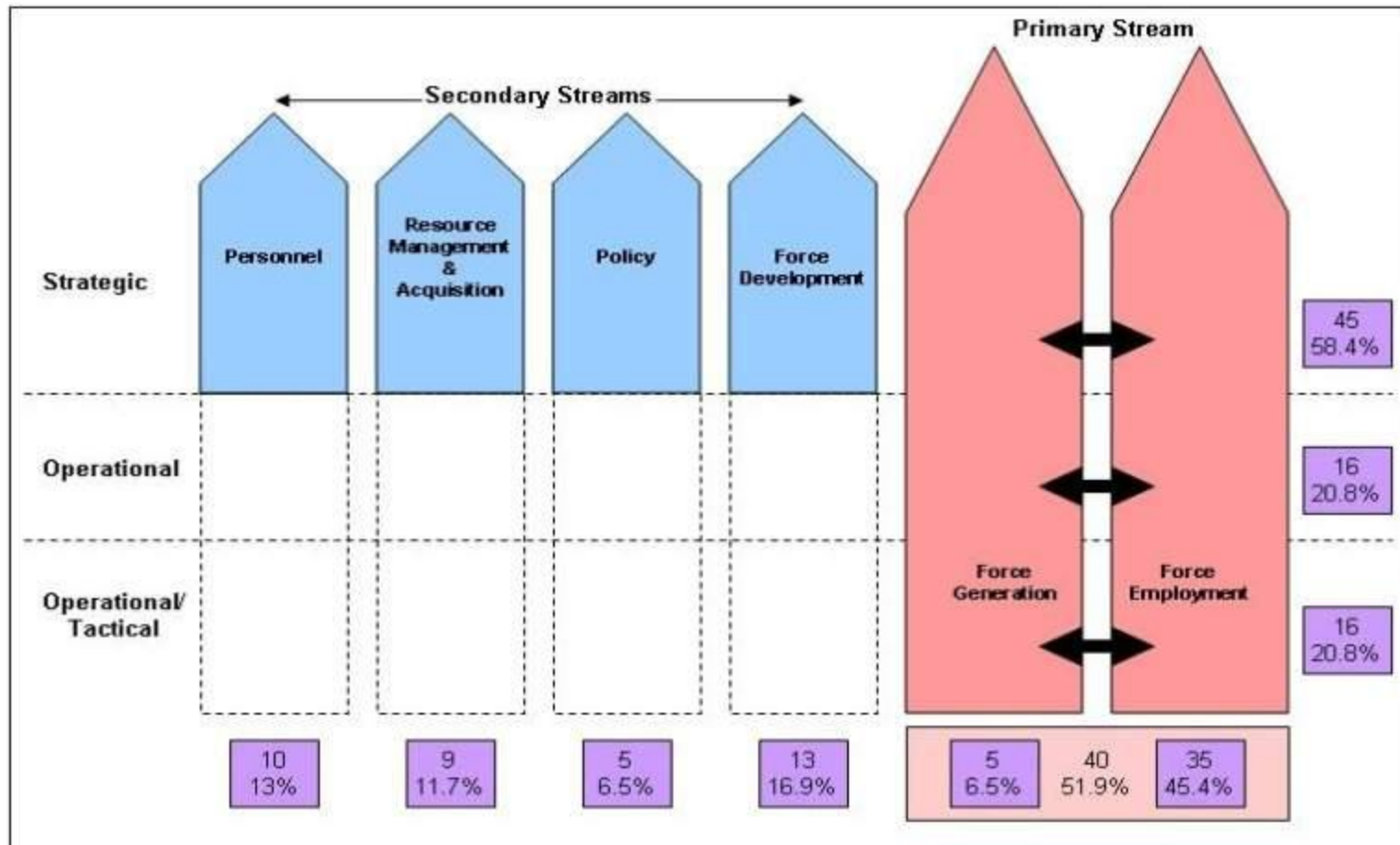
SENIOR OFFICERS



JUNIOR OFFICERS



GO/FO's Employment Structure (Jeffery,2008)



Competency gaps (Jeffery, 2008)

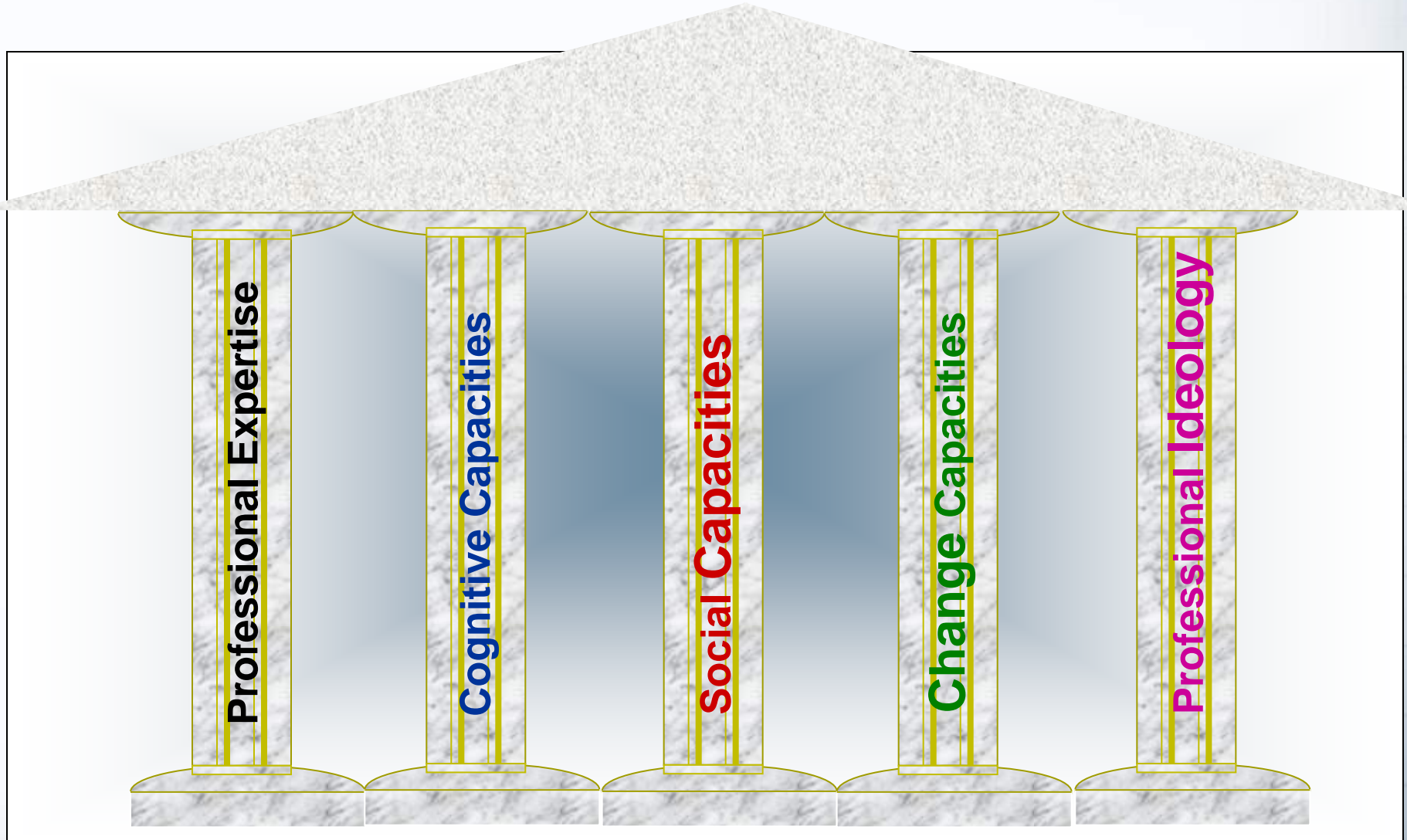
- **At this level of rank, you would expect and need officers to:**
 - have a broad perspective;
 - understand the complexities of Ottawa, and the value of the different organizational cultures
 - understand the corporate environment;
 - have enhanced communication skills; and
 - have enhanced strategic and critical thinking skills.
- **Senior leaders are selected correctly but because of the focus on command:**
 - some of them arrive on the job not feeling adequately prepared for jobs in the secondary streams.

Working group sessions with Environmental Representatives

- **Results :**

- Resistance to the adoption of a fully standardized approach to succession planning across the three environments;
- Strong agreement that:
 - succession planning should start at lower ranks (i.e., Major/LtCdr(N)),
 - the CF needs to place greater emphasis on the development of those skills; and
 - the adoption of a common competency framework would help eliminate these weaknesses and would bring about better prepared senior leaders

The Leadership Development Framework (LDF)



Succession Planning Project: Development of a CF Competency Dictionary

- Development of a competency dictionary:
 - Operationalization of the LDF:
 - Clear and validated definitions of the required competencies
 - Validated occupational and rank-based behavioural indicators:
 - Improved standardization
 - Improved assessment/selection of leaders
 - Improved identification of personnel strengths and weaknesses
 - Improved and more tailored developmental activities
 - LDF Validation

Better Support to Succession Planning

Development of CF Competency Dictionary

- Identifying the competencies
 - Review of the Combat Arms Colonel competency profile (Joanisse & Vezina, 2007)
 - Mapping exercise (Burgess, 2010)

- Defining the competencies
 - Best practices review
 - CF and Allied countries Military leadership models and literature

“Making everyone happy”

CF Dictionary of Competencies (draft)

Expertise

Organizational Awareness
 Visioning
 Results Management
 Resource Management
 Information Management
 Technical Expertise

Cognitive Capacities

Creativity
 Analytical Thinking
 Systems Thinking

Professional Ideology

Commitment to the CF Military Ethos
 Moral Reasoning
 Credibility and Impact
 Action Orientation and Initiative

Change Capacities

Developing Self and Others
 Behavioural Flexibility
 Change Management
 Stress Tolerance and Management

Social Capacities

Interpersonal Relations
 Communication
 Teamwork
 Partnership
 Conflict Management
 Service Orientation

Succession Planning Project: Interview Phase

- **A third of the Col/Capt(N) in each of the five job families (Chief Of Staff, Canadian Defence Attaché, Project Manager, Commander, Director) were interviewed**
- **Interviews for specialists (e.g., Medical Doctors) and OUTCAN (e.g., Liaison Officers) have been postponed until Fall 2011**
- **Col/Capt(N) interviews**
 - Validate competency definitions
 - Further develop the CF competency dictionary at Col/Capt(N) rank
 - Establish draft competency profiles according to Col/Capt(N) job family (e.g., Chief of Staff, Commanders, Directors, etc.)
 - Validate job descriptions
 - Gather information as per the knowledge and experience they need to be successful in the job

Interview Process

- **Each Col/Capt(N) is sent preparatory material prior to the interview:**
 - Draft definition of the 23 competencies
 - Competency ranking form
 - Knowledge questionnaire
- **The interview (duration average=1.5 hour)**
 - Ice breaker
 - Questions related to day to day work activities in specific job
 - Questions on four of the 23 competencies
 - Questions to establish differences between current rank and rank below
 - Readiness questionnaire
 - Presentation of job description
 - Closing comments/critical incident form

The Analysis Process

• Interviews

- Each interview was recorded digitally and then transcribed into text for analysis
- Interview analysis done individually and consensus reached as a group of three SMEs who took part in the interview process
 - Content analysis of each interview, highlighting the competencies and Behavioural Indicators (BIs) found. Typically between 7-14 competencies can be observed per interview.
 - Attribution of competency level to each competency and BI based on current draft dictionary.
 - Aggregation of each competency and its associated level for interviews within a job family.

• Competency Ranking Forms

- Data base entry of forms for data analysis (frequencies and descriptive statistics).
- Comparison of results from both the interviews and ranking forms to establish trends for the establishment of competency profile for each job family.

• Knowledge Questionnaires

- Data base entry of knowledge questionnaires for data analysis (frequencies and descriptive statistics).
- Comparison of results from both the interviews and knowledge questionnaire to establish trends related to knowledge and experience.

General Observations

- The competency definitions are generally accepted as is with very few minor edits suggested.
- The interview analysis is providing support to the pre-established Behavioural Indicators (BI) at the Col/Capt (N) rank and leading to the development of some additional BIs.
- Clear patterns seem to be emerging within the different job families with regards to:
 - The competencies particular to the job family
 - The level of competence required of each of the competencies
 - The experience and knowledge required to perform effectively in the job
- We can see the emergence of a core set of competencies for the Col/Capt(N) rank.

General Observations (cont)

- Preliminary evidence of overlap with regard to some of the competencies is observed from the interview analysis:
 - Systems Thinking with Organizational Awareness and Analytical Thinking
 - Moral Reasoning with Commitment to Military Ethos
 - Service Orientation with Commitment to Military Ethos
 - Information Management with Communication
- Differences in personal leadership style may be impacting some of the observations with regard to some competencies.

Chief of Staff (COS) Competency Profile (draft)

Core Competencies Col/Capt(N)

Credibility and Impact
Action Orientation and Initiative
Resource Management
Communication
Interpersonal Relationships
Team work

Critical Competencies Chief of Staff

Analytical Thinking
Organizational Awareness
Behavioural Flexibility
Partnering

Commander (CO) Competency Profile (draft)

Core Competencies Col/Capt(N)

Credibility and Impact
Action Orientation and Initiative
Resource Management
Communication
Interpersonal Relationships
Team work

Critical Competencies Commander

Analytical Thinking
Commitment to Military Ethos
Organizational Awareness
Visioning
Result Management
Partnering

Defence Attaché (CDA) Competency Profile (draft)

Core Competencies Col/Capt(N)

Credibility and Impact
Action Orientation and Initiative
Resource Management
Communication
Interpersonal Relationships
Team work

Critical Competencies Defence Attaché

Commitment to Military Ethos
Organizational Awareness
Behavioural Flexibility
Partnering

Project Director/Manager (PD/PM) Competency Profile (draft)

Core Competencies Col/Capt(N)

Credibility and Impact
Action Orientation and Initiative
Resource Management
Communication
Interpersonal Relationships
Team work

Critical Competencies Project Director/Manager

Analytical Thinking
Result Management
Change Management
Partnering

Project Director Competency Profile (draft)

Core Competencies Col/Capt(N)

Credibility and Impact
Action Orientation and Initiative
Resource Management
Communication
Interpersonal Relationships
Team work

Critical Competencies Director

Analytical Thinking
Result Management
Visioning
Partnering
Organizational Awareness

Example Of Draft End Product: Chief of Staff information (P.1)

CHIEF OF STAFF

SECTION 1 - JOB IDENTIFYING INFORMATION

JOB TITLE: Chief of Staff

JOB ABBREVIATION: COS

RANK: Colonel/Captain(N)

PHYSICAL JOB ENVIRONMENTS: Office/Field

OF POSITIONS:

SECTION 2 - FUNCTIONAL DESCRIPTION

The Chief of Staff (COS) is a job at the Colonel/Captain(Navy) rank level. The job is performed in the office and supports the Sea, Land, and Air elements.

The primary responsibility of the Chief of Staff is to ensure the efficient coordination of the day-to-day activities in the Personnel, Logistics, Engineering, Infrastructure, and Information Management/Information Technology (IM/IT) support to all organizations.

SECTION 3 - RESPONSIBILITY

- Advise Commander on policies and plans pertaining to materiel acquisition and support, personnel administration (aspects relating to the Personnel Support Programme (PSP) and Non-Public Property (NPP/NPF)), the environment, Health and Safety and Safety, realty assets, fire protection, security and emergency response, and Official Languages;
- Monitor, analyze and report to the Commander on the effectiveness of the organizations in meeting approved goals and objectives and represent their resource requirement at Resource Management Steering Committee;
- Develop, formulate, implement and enforce policies, procedures, and operating practices relating to discipline, training, safety, administration, and performance appraisals;
- Guide the collation of higher level MATERIEL policy and direction into appropriate Orders, advisories and directives;
- Identify unit capabilities and staffing options for CO/COMD consideration;
- Staff correspondence relating to all MATERIEL support matters on behalf of Commander.
- Provide leadership on the management of financial, human and materiel resources;
- Ensure information flow between the staff and commander on staff recommendations and the commander's decision;
- Integrate staff efforts in the pursuit of the CO/COMD's guidance, direction and objectives;
- Supervise the unit level support staff, foster a professional, non-discriminatory work environment; and
- Exercise leadership through personal example, moral responsibility and judicious attention to the welfare of subordinates.

Example Of Draft End Product: Chief of Staff information (P.2)

SECTION 4 - COMPETENCY

		PL1	PL2	PL3	PL4	PL5
Organizational Competencies	Commitment to CF military ethos					
Core Competencies (Colonels)	Interpersonal Relations					
	Behavioural Flexibility					
	Resource Management					
	Teamwork					
Critical Competencies (Chief of Staff)	Analytical Thinking					
	Information Management					
	Action Orientation & Initiative					
	Partnering					
Additional Competencies (Chief of Staff)	Stress Tolerance & Management					
	Change Management					
	Creativity					
Professional Expertise	Command					
	Human Resources					
	Finance					

Knowledge

- Basic knowledge of the CF and/or environmental operations being supported
- Detailed knowledge of CF personnel policies & administration, as well as, Canadian Government regulations/ policies as they pertain to the CF, and/or environmental responsibilities and procedures, programme delivery processes and authorities, issues analysis, estimation, procurement, HR and financial management techniques, regulations and procedures.

Experience

- With the NCR environment dealing with agencies and various level of government departments outside of the CF as well as working with DND civilians and reservists.

Succession Planning Model Proposed

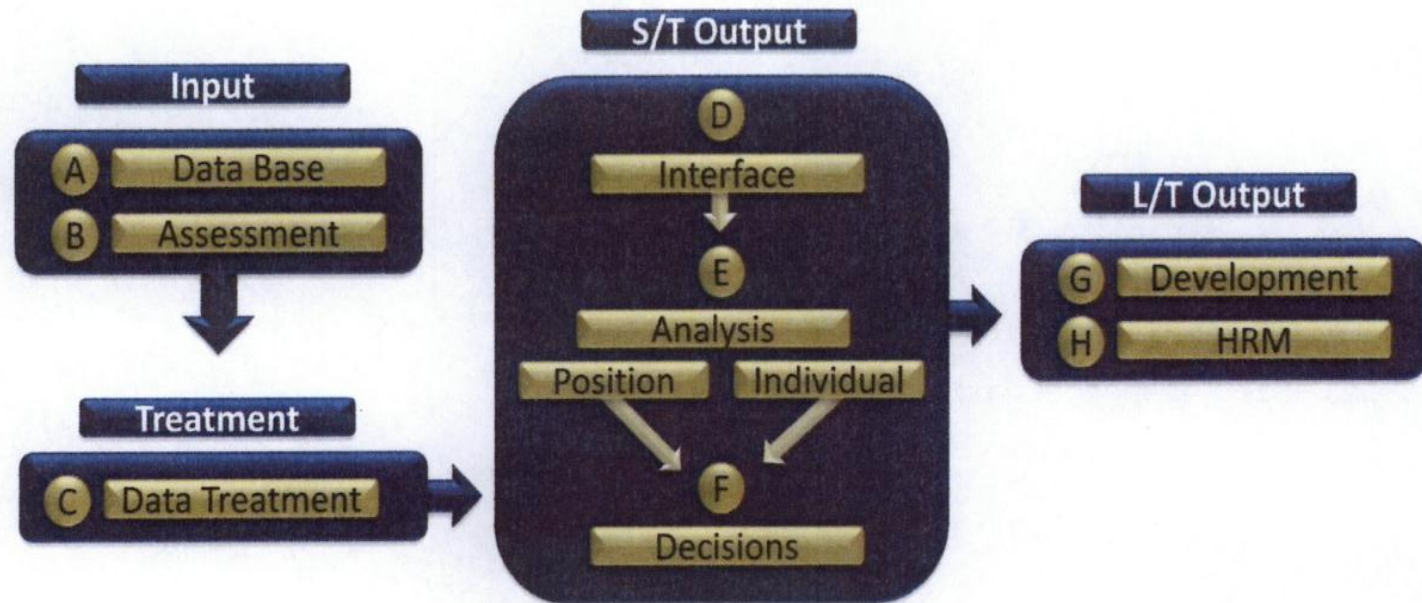



Figure #1

Succession Planning Process

Example of Draft Succession Planning form (COS)



Maj John Succession

Biodemographic Information

SN: W12 567 891
 MOSID: INFO 00180
 Unit: 41 CBG HQ

Target position
Chief of Staff

Readiness: The readiness level for that position is moderate. Assignments could be given in order to further the development of certain competencies, particularly those being two or more levels below target.
 Time span: Estimated time 10 years

		DP1	DP2	DP3	DP4	DP5	
COMPETENCY PROFILE	Organizational Competencies	Commitment to Military Ethos					
		Impact and Influence					
		Communication					
		Action Orientation					
		Interpersonal Relations					
	Critical Competencies	Partnering					
		Organizational Awareness					
		Teamwork					
		Result Management					
		Behavioural Flexibility					
Additional	Analytical Thinking						
	Resource Management						
KNOWLEDGE	Knowledge Areas	Administration					
		Personnel and HR					
EXP.	Experience Areas	CF / DND					

Awareness Independent Comprehension

Basic Detailed

None Some Extensive

NDHQ exposure

Legend

Competency requirements for the position. Blue squares correspond to the official profile defined for that position.

One level below the target level. Some development required before the person meets the expected behaviours associated with that competency at the targeted level.

At the target level. Minimal development efforts required in order to meet the expected behaviours associated with this competency.

Two or more levels below the target level. Extensive development required before the person meets the expected behaviours associated with that competency at the targeted level.

Next Steps

- Once all Col/Capt(N) interviews are analyzed, the profiles resulting from the analysis will need to be validated.
- Since January, efforts have been made to ensure that the new electronic HR system to be implemented in 2014 will support the succession planning approach/competency profiles.
- Future leader identification and assessment tools are being studied.
- In the fall 2011, interviews will start for the Brigadier general/Commodore rank.
- Our recommendation is for the CF to start their succession planning with members at the Major/LtCdr(N) rank.
- Interviews/focus groups for the ranks of Majors and Lieutenant Colonels will follow the work that will be done on Brigadier general.
- Work on validating the competency dictionary will be on going and will expand to NCMs.

Thank you!



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