

B-GL-005-100/FP-001



Government
of Canada

Gouvernement
du Canada

Canadian Forces Joint Publication (CFJP)



CFJP 1.0 Military Personnel Management Doctrine

Issued on authority of the Chief of the Defence Staff

Custodian: Director General Military Personnel

June 2008

Canada 

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LIST OF EFFECTIVE PAGES

Insert latest changed pages, dispose of superseded pages in accordance with applicable orders.

Dates of issue for original and changed pages are:

Original 0.....2008-May	Change 3.....
Change..... 1.....	Change 4.....
Change..... 2.....	Change 5.....

Total number of pages in this publication is 54 consisting of the following:

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FOREWORD

01. In support of government-defined operational imperatives, Canada's armed forces must develop, implement and nurture military leadership and the human capability, a capability that in the 21st Century supports flexibility and adaptability to survive and thrive in the modern battle space. The personnel of the Canadian Forces are the most valuable component of national defence and are, in fact, a defence capability – the key capability in defence mission success.
02. Lessons learned from modern small and large-scale conflicts and reinforced by the lessons of 21st Century operations, confirm as espoused in British Army Personnel Doctrine that “man is still the first weapon of war, and the morale of the soldier is the most important single factor in the war.” Whether employed as operators, in operational support, in specialist functions or as part of the institutional leadership, the men and women of the Canadian Forces are vital to the protection of national interests.
03. In the military context personnel generation and sustainment begins with attraction, flows through training, development and employment and includes transition to civilian life. Unlike any other personnel system, military personnel management expands well beyond the work environment both impacting and including the family of the sailor, soldier, airman and airwoman. This all-inclusive, ‘cradle to grave’ theme is central to military personnel doctrine.
04. Recognizing that the development of doctrine is an iterative process, I am pleased to introduce this first Canadian Forces Military Personnel Management Doctrine and to recognize its place at the foundation of military personnel management within the Canadian Forces.

W. Semianiw, OMM, CD
Major-General
Chief Military Personnel

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PREFACE

01. Canadian Forces (CF) Military Personnel Management Doctrine constitutes essential guidance from the strategic and functional authority perspective and is intended for the CF leadership at all levels of command and operations, personnel management leaders and the general CF audience. It provides the strategic level doctrinal basis for CF military personnel management and the context for its unique elements. CF Military Personnel Management Doctrine flows from CF Doctrine and is the keystone document from which other information and direction regarding the more specific aspects of military personnel management and personnel generation flow.

02. **Related Publications.** This publication is subordinate to B-GJ-005-000/FP-000 (CFJP 01) - *Canadian Military Doctrine*.

03. **Content Overview.** CF Military Personnel Management Doctrine is composed of the following:

- a. Chapter 1 – Military Personnel Management Doctrine
- b. Chapter 2 – The Legislative, Regulatory and Societal Frameworks
- c. Chapter 3 – Principles and Authority
- d. Chapter 4 – Conceptual Model
- e. Chapter 5 – Planning, Coordination, Integration and Research
- f. Chapter 6 – Military Personnel Capability Development
- g. Chapter 7 – Policy
- h. Chapter 8 – The Fight of Today
- i. Chapter 9 – The Fight of Tomorrow
- j. Chapter 10 – The Fight of the Future

04. The Chief of Force Development is the ratification authority for this doctrine. Recommendations for amendments to this publication should be forwarded to the OPI - the Director General Military Personnel within Chief Military Personnel.

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CHAPTER 1

MILITARY PERSONNEL MANAGEMENT DOCTRINE

The “people challenge” facing the Canadian Forces has created a need for a war on three fronts: first, a war for the hearts and minds of Canadians who will in the final analysis determine the future construct of the CF; second, a war for the hearts and minds of our people; and third, a war for talent which is intense and intensifying.

Lieutenant General (Retired) F.R. Sutherland, former Vice Chief of Defence Staff

Introduction

0101. Canadian Forces (CF) Military Personnel Management Doctrine is the expression of how CF military personnel management delivers the human view of defence capability. Like all doctrine, military personnel doctrine is a guide to action - not hard and fast rules. It provides a common frame of reference across the CF and helps standardize personnel management from the strategic to tactical levels, for the CF institution, the Navy, Army and Air Force and for Force Developers, Force Generators (FG) and Force Employers (FE). With its authoritative body of statements on how the CF conducts personnel management, it is the blueprint of how things are supposed to be done and the guide for action in producing the CF military personnel capability. **CF Personnel Management - Doctrine and Systems**

0102. Military personnel doctrine describes the complexity of the military personnel system, its parts, how those parts interact and work together, and the internal linkage to structure and process. The development of military personnel doctrine is an iterative process inextricably linked to the development of future concepts and the force development process. Although concepts are not doctrine until tested, approved and promulgated by proper authority, concepts are the core of all doctrine, in both the specific and wider meanings. Doctrine is changed and shaped by concept validation and lessons learned. This dynamic process depends upon the clear identification of the strategic personnel effect to be achieved through the capability based planning process.

0103. In an ideal context, CF Military Personnel Management Doctrine would link to the concepts expressed in Military Human Resources (HR) Strategy 2020, *Facing the People Challenges of the Future*. Though many of the concepts surrounding Military HR 2020 remain valid, CF Transformation, emerging strategic requirements, new combat experience and the magnitude of force development efforts in the first decade of the 21st Century will invoke new military personnel management concepts. As these concepts develop and a clearer picture of the future security environment evolves, forthcoming iterations of CF Military Personnel Management Doctrine will explicitly and implicitly address CF Transformation as guided by lessons learned from modern operations and the emerging CF vision of the objective or future force. To this end, the CF Transformation vision expressed as a “professional, highly trained

armed forces capable of using new technologies effectively in joint, interagency and multinational operations” and the emerging CF future force vision of “an intelligent, fully – integrated, mission adaptable, technology enabled, combat effective force”, are both acknowledged. As military personnel management adapts to realize the objective force, doctrine will serve to guide the systems, sub-systems and processes to ensure that the right people, having the critical competencies, skills and warrior spirit are in the right place, at the right time to achieve the desired effects.

0104. Military personnel management requires authoritative direction and overarching principles to guide action and the defined effects to be achieved to deliver the personnel capability required to meet the defence mission and support operations. The CF Military Personnel Management System is an all-encompassing system of systems, which supports military commanders, personnel and their families. This system of systems launches with attraction programmes designed to attract individuals and ‘influence the influencers’ (the potential sailor, soldier, airman or airwoman’s family, community leaders and peer group), continues through the enrolment and initial military socialization process, through service and transition back to civilian life. Unlike civilian personnel or human resources systems, the CF Military Personnel Management System includes recognition of the family’s role in the success of the military individual. The military ethos, the concept of a social contract and military tradition marked by ceremonies to recognize milestones of service such as enrolment, graduation, promotion, unit traditions and the passing and remembrance of the fallen are key intangibles inherent in the complex system of systems that is the CF Military Personnel Management System.

The Origins of Personnel Management

0105. Personnel, HR and CF Military Personnel Management all evolved from the traditional concepts of personnel management. While bearing similar roots, there are distinctions among these concepts and supporting systems, that make it clear personnel, HR management and military personnel management are not interchangeable.

0106. The initial concept of personnel management emerged in the early 1900s and had its roots in Industrial and Organizational Psychology. By 1920, personnel management had become a discipline with its initial focus aimed at developing and sustaining an organization’s leadership, cohesion and loyalty, to ensure successful top-level succession and employee commitment. As the personnel management concepts matured, the associated functions were combined with the traditional administrative functions of performance management, employee relations and resource planning.

0107. The traditional personnel management focus was on manpower, hiring workers and managing them. This original concept derives from the political economy and economics traditionally called labour, one of four factors of production. Over time a second interpretation evolved. This second interpretation is more common within business where personnel management refers to the individuals within the firm and to the portion of the firm’s organization that deals with hiring, firing, training and other personnel issues. In the late 1990s, personnel management evolved to become a broader based function within the production – marketing – resource management triad. The modern personnel management system includes the people who

handle all the paperwork associated with having employees and the system used for administering transactions such as hiring new employees, payroll and benefits. In business, personnel management is typically the sole responsibility of an organization's personnel department.

0108. Human Resources Management (HRM) emerged in the 1980s, not as a revolutionary concept, but more from philosophical and theoretical debate. The political, economic and legislative climate of the day and evolving organizational needs catapulted HR managers into the boardroom. HRM was quickly embraced as a more flexible concept and one that would bring greater focus to the full range of personnel costs and their effects on the bottom-line. As implied by the term 'human resources', HRM considers employees as assets, placing a value on 'human capital' with the goal of maximizing the return on investment by minimizing financial risk. Re-labelling personnel management departments to HR quickly shifted corporate focus to the strategic dimension of personnel management and the role of HRM in achieving business objectives.

0109. The distinctions between personnel management and HRM are generally more associated with approach and view than fundamental differences. For example, personnel management typically seeks to motivate employees through compensation, bonuses and rewards. This personnel management view holds that employee satisfaction and recognition contribute to the motivation necessary to improve job performance. Conversely, the HRM view would hold that improved performance leads to employee satisfaction. While distinct, personnel and HR management fundamentals are not radically different. Consequently, the terms are routinely interchanged.

Unique Elements of CF Military Personnel Management

0110. In the CF, personnel management is about **people** – people who impact and are impacted by the 'fog and friction of war'. The military context provides clear distinctions among HR/HRM, personnel management and military personnel management, not only in the focus, approach and purpose of the system, but also, at the system's very foundation. Sailors, soldiers, airmen and airwomen are not human capital, not some faceless mass to be managed as assets, renewable or not, hired, fired and forgotten once they 'walk out the gate'. Rather, they are the heart and soul of the military mission. Consequently, the CF Military Personnel Management System is a system of systems that holds people at its centre and includes policy, procedures and process to ensure transparency and equity in application. The success of CF military personnel management is defined by others – and, in the long run, depends entirely on its credibility among commanders, leaders and the men and women it serves.

0111. A key distinguishing element of military personnel management is the view that people are a vital capability, generated to achieve the desired effects in operations. In this construct, a critical function and objective is to achieve strategic balance among military personnel, equipment, infrastructure, and materiel investments. Considering the personnel dimension of defence consumes more than 50% of defence spending, achieving efficiencies is important. Understandably, the CF system imports many of the attributes and best practices from traditional personnel management and HRM. However, the CF's focus remains on developing capability

and achieving effects, not the traditional civilian personnel and HRM focus of 'human capital' and HR management practices that influence the corporate bottom line.

CHAPTER 2

THE LEGISLATIVE, REGULATORY AND SOCIETAL FRAMEWORKS

To recruit, train and educate, prepare, support, honour and recognize military personnel and their families for service to Canada.

MILPERSCOM Mission (2008)

Introduction

0201. CF military personnel management is governed by legislative, regulatory and societal frameworks and must align with values and social expectations of the people and government it serves. *Leadership in The Canadian Forces: Doctrine*, notes that “Disciplined, obedient, and law-abiding armies are a mark of civilization”. Inasmuch as the military in a democracy holds a unique position of power, which is historically subordinate to civil authority, an understanding of the crucial role of law and the position of the military in supporting Canadian values is essential. It is vital, as well, to understand how law guides the behaviours of military personnel and the legislative, regulatory and societal frameworks that underpin the CF Military Personnel Management System.

The Legislative Framework

0202. By virtue of the *Constitution Act of 1867, Section 91*, which empowered the Parliament to make laws for the “Peace, order and good government of Canada,” as well as various other specifically enumerated matters, including “Militia, Military and Naval Service, and Defence”, the raising of troops for military service is the sole responsibility of the federal government. The Governor General of Canada as the Queen’s representative is the Commander in Chief of the CF.

0203. The *National Defence Act (NDA)* is the principle federal legislation impacting CF personnel and driving the CF Military Personnel Management System. It reflects the super-ordinate civilian control over the military, sets out the nature and conditions of service within the CF and establishes the *Code of Service Discipline*. The NDA defines the components of the CF, the Regular, Reserve and Special Forces (if activated), sets out their responsibilities and establishes the role of the Chief of Defence Staff (CDS) as being responsible for the “control and administration” of the CF under the “management and direction” of Minister of National Defence (MND). The MND is responsible for authorizing the organization of units and elements of the CF.

0204. The principle of Universality of Service is imposed by section 33(1) of the NDA. This law mandates that all Regular Force members are “*at all times liable to perform any lawful duty*”. The legislative imperative means that a member who cannot “*at all times... perform any lawful duty*”, cannot serve within the Regular Force, except of course during recovery and transition

periods. In respect of members serving in the Reserve, the matter is somewhat different. Section 33(2) of the NDA notes that Reserve Force members “*may be called out on service to perform any lawful duty other than training at such times and in such manner as any regulations or otherwise are prescribed by the Governor in Council*”. There is no legislative imperative that requires reservists to *at all* times perform any lawful duty. However, in general, since the Primary Reserve has the role of directly supporting the Regular Force, operational effectiveness requires the men and women of the Primary Reserve to meet the Universality of Service standard. In contrast, members in other Reserve subcomponents - the Cadet Instructors Cadre (CIC), the Canadian Rangers and the Supplementary Reserve - are only required to meet certain standards associated with Universality of Service unless they are serving with the Regular Force or Primary Reserve, in which case the full Universality of Service requirements must be met.

0205. In practice, Universality of Service holds that the men and women of the CF are required to perform general military duties and common defence and security duties, not just the duties of their military occupations or occupational specification. Requirements presently include, the need to be physically fit, employable and deployable for general operational duties. Effective performance of the broad range of defence and security tasks assigned to the CF requires that all military personnel be capable of performing the full range of military duties. This open-ended nature of military service is one of the features that distinguish military service from civilian employment, which is normally governed by a contract obliging employees to perform only those duties specified in their job description or contract.

0206. The *Canadian Human Rights Act (CHRA)*, Section 2, gives effect to the broader-based Canadian principle that all individuals should have an opportunity equal with other individuals to make for themselves the lives that they are able and wish to have, and to have their needs accommodated, consistent with duties and obligations as members of society, without being hindered in or prevented from doing so by discriminatory practices based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or conviction for which a pardon has been granted. The Act applies in every way to the CF. However, in accordance with the need for operational effectiveness; its principle of accommodation to the point of *undue hardship* is clearly limited by the Principle of Universality of Service. That is, breach of Universality of Service defines the point of undue hardship for the CF.

0207. In terms of rights, responsibilities, and duties as they impact military personnel, two key legal principles stand out: the men and women of the CF have a duty to uphold the Constitutional rights and freedoms of the nation; and they, like all other Canadians, enjoy the protections enshrined within the Charter. The duty to uphold the Constitution identifies the core principles or tenets of military service. That service requires exacting standards in view of the CF’s role as a disciplined professional armed force and in view of the need for a CF that is operationally ready to defend the nation. Service men and women give up certain privileges afforded other Canadians as part of their commitment to voluntary military service. For example, service men and women, like members of the Public Service (PS), may not stand for political office, but unlike any other group, may not withdraw or withhold service when working under the authority of a lawful command; including commands that place them in harm’s way in support of the defence of Canada and its citizens.

0208. Operational effectiveness in the execution of roles and tasks assigned by the Canadian government is the fundamental criterion against which all personnel functions and supporting policies must be developed and evaluated. Operational effectiveness requires a balance of individual interests with the common good. This balance makes the personnel management system extremely complex and challenging to manage.

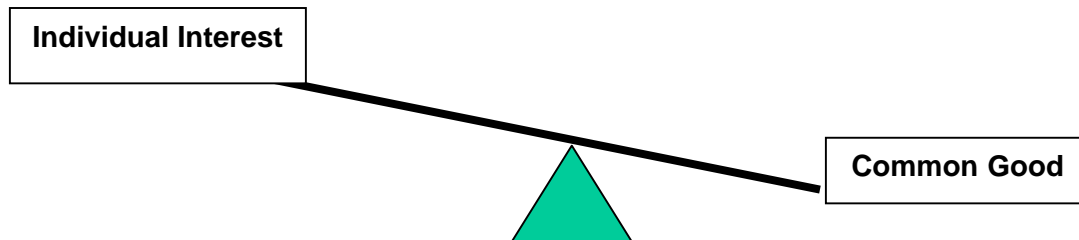


Figure 2-1. Operational Effectiveness and the Common Good

0209. The *Canada Health Act (CHA)* established Canadian social medicine and, today, provides the national standard. Provinces and territories are responsible for delivering health care within their jurisdictions. While all provinces and territories provide services that are compliant with the CHA, there is wide variation with respect to health care delivery. As such, the families of service personnel are significantly impacted as they move about the country. The CHA specifically excludes the men and women of CF, thus, effectively requiring the establishment of the CF Health Care System, sometimes referred to as a 14th Canadian Health Care System. The CF Health Care System is a major sub-system within the CF Personnel Management System of Systems.

0210. The *Canadian Forces Superannuation Act (CFSA)* makes provision for annuities and death benefits for qualified Regular and Reserve Force personnel upon termination of service and/or upon death, payments to eligible surviving spouses and/or children. In 2003, the CFSA was amended to provide (at coming into force on 1 March 2007) benefit improvements for Regular Force personnel and access to appropriate superannuation benefits for reservists. The CFSA provides CF personnel with benefits that are comparable to those provided under the *Royal Canadian Mounted Police Superannuation Act* and the *Public Service Superannuation Act* while considering the unique demands and conditions of CF service.

0211. **The *Official Languages (OL) Act, Privacy Act, Access to Information Act, Employment Equity (EE) Act*** and others reflect the fundamental values and concepts that are important to Canadians. CF military personnel management is compliant with and supportive of these acts and the fundamental values they enshrine. The CF respects these wider national values through distinct initiatives and policies and develops and manages specific plans for compliance with the OL and EE Acts. The plans set objectives and standards and ensure the maintenance of work environments that are welcoming and free of systemic barriers.

0212. **International Law** binds the CF in the conduct of operations in the international arena, either by customary law, or because Canada has signed and ratified the relevant treaties and conventions. The men and women of the CF, to a degree exceeding that of most other

Canadians, are subject to and must recognize and adhere to fundamental international laws. Leading examples are the *Law of Armed Conflict* derived from both customary international law and treaties and conventions such as *The Hague and Geneva Conventions*, wherein standards of conduct are prescribed and expected of civilized nations. These laws regulate the conduct of hostilities and protect victims of armed conflict, including those who fall into the hands of the enemy, such as prisoners of war, the wounded, the sick and civilians.

Regulatory Framework

0213. The Regulatory Framework, as the mechanism by which ‘framework legislation’ is implemented, has benefits and challenges. Regulations provide for consistency and transparency, but as legal instruments requiring legal drafting and higher authority approvals, impose limits on personnel management flexibility and agility. The *Queens Regulations and Orders (QR&Os) for the Canadian Forces* and the CF Superannuation Regulations (CFSRs) form the core of implementing regulations within the CF regulatory framework. Elements of compensation and benefits for the CF, which, by virtue of the NDA, generally require Treasury Board (TB) approval, are described in CF Compensation and Benefits Instructions (CBIs) and Military Foreign Service Instructions (MFSIs). Departmental Administrative Orders and Directives (DAODs) provide corporate orders and directives and the CF Personnel Management Instructions provide specific military personnel management policy.

0214. *Queens Regulations and Orders (QR&Os)* for the CF are the NDA implementing regulations. Volume I is administrative in nature, Volume II provides the disciplinary portion including the *Code of Service Discipline* and Volume III covers financial elements. The three volumes deal with rank, seniority, command and precedence, duties and responsibilities of officers and non-commissioned members, conduct and discipline and address a number of basic CF values distinguishing the military professional from civilian counterparts. Approval authorities for QR&Os include the Governor in Council, Treasury Board, the MND and the CDS.

0215. *Compensation and Benefits Instructions and Military Foreign Service Instructions* are approved by the TB and establish the legal authority to expend funds under the conditions defined therein. These instruments identify, explain, and authorize the elements of compensation, benefits, and allowances (except leave) for all CF personnel while on service within and outside Canada.

0216. *CF Superannuation Regulations (CFSRs)* describe benefits and conditions, eligibility and other aspects required to implement the CFSA.

Societal Framework

0217. The societal framework is both the anchor of the personnel management framework and a fundamental change driver. One of the unique drivers of the societal framework surrounding the CF is the special relationship between the Canadian people and its military personnel. This special relationship arises from the fact that the men and women of the CF willingly put the needs of the nation and the CF before their own, and in return the nation commits to providing fair treatment, fair and equitable compensation and a broad spectrum of support for the individual and his or her family. The mutual obligation – service to and full sustainment from the nation, forms

the “*Military Covenant*” or “*Social Contract*” between the nation and its military personnel. This social contract is an unbreakable common bond of identity, loyalty and responsibility which has sustained the military forces of Canada throughout their already significant involvements on the world stage, as participants in the major wars, peace and stability operations of the 20th Century and as ongoing participants in national and international operations in the 21st Century.

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CHAPTER 3

PRINCIPLES AND AUTHORITY

“Effective personnel management requires foresight, an integrated and synchronised approach to planning and implementation, compassion and discretion in application. Military personnel management is not about process; it is about real people.”

MGen W. Semianiw, February 2008

Introduction

0301. The complexity of the CF Military Personnel Management System requires a management framework founded on sound principles and clear leadership to focus all elements and all energies of the system of systems on achieving effects. The CF Military Personnel Management Principles provide the backdrop for focusing energy. Clear leadership is established through the CF - Departmental Management System that identifies pan-CF and pan-Department of National Defence (DND) functional areas and assigns functional leaders who are responsible and accountable for effective and efficient management of their functional areas. The Chief of the Defence Staff (CDS) and Deputy Minister (DM) have delegated management responsibility for specific functions to the various force generators and Level 1 Advisors, including the VCDS, Environmental Chiefs, Chief Military Personnel (CMP), and Departmental Assistant Deputy Ministers (ADM), each of whom may be designated a Functional Authority (FA) for a functional area. The CDS has assigned FA for military personnel management, including health, dental and spiritual services and individual training and education (IT&E) to CMP¹.

Principles of CF Military Personnel Management

0302. The Principles of CF Military Personnel Management are the beginning, the foundation, and the essence from which the system activities evolve. CF Military Personnel Management Principles provide focus on personnel management values, govern thought processes, and drive decisions as they relate to the human view of capability development and to military personnel and their families. The CMP has espoused the following six principles of CF military personnel management:

Foresight. Military personnel management must anticipate the military personnel aspect of the CF long-term strategic requirements, capability development, and operational exigencies. In addition, it must be flexible enough to move ahead of or respond in a timely manner, to the near, mid and long-term requirements of force developers, force generators, force employers and the needs of military personnel and their families. With foresight, military personnel management can adapt to operational requirements to ensure

¹CF Military Personnel Management is unique among western militaries in that it applies to the one CF including Navy, Army, Air and support elements, and it comprises all elements of personnel development, generation and sustainment.

identification of issues and appropriate stakeholder involvement in addressing concerns before they become problems;

Integration. Military personnel management must be integrated in a framework that consolidates the strategic CF personnel planning objectives, joint CF capabilities and statutory obligations to support operations and ensure fair and equitable treatment of all CF personnel and their families;

Synchronization. Military personnel management must have a synchronized planning process to ensure that attraction, recruiting, selection, IT&E and professional development, succession planning, and sustaining activities are coordinated. This ensures timely delivery of operationally ready personnel in support of CF strategic force development, force generation and force employment;

Discretion. Military personnel management must include capabilities, systems, policies, procedures, processes and practices that ensure the integrity of information and a balance between individual privacy and the operational need to know;

Compassion. Military personnel management must support military personnel and their families at home and abroad in a compassionate way, ensuring that needs are identified and addressed in the most humane, realistic and diligent way possible; and

Flexibility. Military personnel management requires flexibility in approach – one size does not fit all. Rather, policies, plans and programmes must provide sufficient scope for action to allow transparent and fair application from the general to the specific.

Functional Authority

0303. The reasons for a unified approach to military personnel management in a military as small as the CF have changed little since the integration of Canada's three armed services in 1968. The effects of avoidance of duplication of staff and effort, gaining operating efficiencies of scale, having consistency of policy application, providing equitable treatment of personnel, and clear accountability for personnel management functions remain valid. In general, centralization refers to the location of decision-making and policy authority. In the CF, centralization of military personnel management policy development and governance is combined with decentralized execution of programmes and service delivery.

0304. Discipline, priorities, and focus are fundamental to the CF Military Personnel Management System and its operation. Therefore, CMP exercises authority as it relates to assigned functions on behalf of the CDS, and in some cases on behalf of the DM. As FA for military personnel, CMP:

- a. Sets standards for military personnel management and personnel generation;
- b. Communicates clear expectations to other Level 1 Advisors, whether issuing binding functional direction or offering non-binding functional advice and guidance;

- c. Consults, obtains feedback, and monitors to ensure compliance with direction provided; and
- d. Creates a management framework whereby the CDS and the DM can hold senior commanders and military and civilian advisors across the organization accountable for compliance.

0305. As the manager of the centralized and single CF Military Personnel Management System, CMP is one of the CF's primary integrators. CMP is responsible for optimizing the production of personnel for operations, regardless of operational command, environment, component (Regular, Reserve or Special Force (if activated)), military occupation, Career Field or Branch. The CF Military Personnel Management System is an extremely complex system of interrelated and interdependent sub-systems that require constant monitoring, prioritization, and guidance. As such, CMP must work in harmony with DND and CF Level 1 Advisors and operational commanders to ensure the production and delivery of trained personnel when and where required.

J1 and Military Personnel Command

0306. In addition to exercising FA for military personnel management, CMP is the J1 for the CF and the Commander of Military Personnel Command (MILPERSCOM)². While military personnel management is the subject of doctrine, the other elements of the CMP authorities, responsibilities and accountabilities provide context and set the conditions for CMP's exercise of command and staff authorities. As FA, J1 and Commander of MILPERSCOM, CMP will from time to time issue commander's intent for the CF military personnel system and its sub-systems, the personnel components of Strategic Initiating Directives (SIDs) and operational orders, and provide specific commander's intent and orders applicable to MILPERSCOM.

0307. The J1 capability provides the situational awareness (internal) and assistance (external) to the Strategic Joint Staff (SJS) and Operational Commanders regarding the CF personnel capability. As J1, CMP is responsible for reviewing SIDs, operational level Directives for Deployed International Operations (DDIO) and Directives for Domestic Operations (DDOs). Other CF J1 responsibilities include elements of Force Generation (e.g., Health Services), providing the CMP representation for the Personnel Generation Action Team (PGAT), providing the strategic military personnel focus, managing personnel aspects of Lessons Learned for the CF and specifically managing lessons learned for Health Services, the Chaplaincy and personnel support elements. Additionally, CMP will occasionally be designated by the CDS as the supported commander for certain activities. When designated as the supported commander, the J1 capability represents the staff function that coordinates the activities of the supporting commands.

0308. As Commander MILPERSCOM, CMP exercises command over the Canadian Defence Academy (CDA), the CF Health Services Group, and CF Recruiting Group and their respective units. As a Level 1 Advisor, CMP exercises control over CMP National Defence Headquarters (NDHQ) staffs.

² **Military Personnel Command (MILPERSCOM)**. Consists of the Commander MILPERSCOM, the Canadian Defence Academy, the CF Health Services Group, and the Canadian Forces Recruiting Group and their respective units.

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CHAPTER 4

CONCEPTUAL MODEL

The Military Personnel vision is quite simple: we will be the leading practitioner of military personnel management through an integrated personnel management system that is operationally focused, responsive, and reflective of the priorities of the Canadian Forces.

MGen W. Semianiw, February 2008

Introduction

0401. The CF Military Personnel Management Conceptual Model brings together the various elements of the complex system of systems that make up the CF Military Personnel Management System. The Conceptual Model, in effect, represents the ‘bricks and mortar’ that build and bind the system of systems into one. CF personnel management is set firmly on the foundation of the societal, legislative and regulatory frameworks, and military personnel doctrine, the blueprint of ‘the how’. The five pillars of military personnel management representing the various elements of the personnel cycle rise from the foundation and are linked and held in place by the planning, coordination, integration and research functions and the CF Military Personnel Management System, both of which are ‘filtered’ through Career Management to achieve the desired effect; the right sailor, soldier, airman and airwoman, having the right qualifications, in the right place at the right time (R4). Doctrine and the societal, legislative and regulatory frameworks are discussed in Chapters 1 and 2. This chapter and subsequent chapters develop the pillars and ‘beams’ that support career management to produce the people effect.

Pillars of CF Military Personnel Management

0402. The five strategic pillars of the Conceptual Model, shown in Figure 4-1, provide focus for CF military personnel management activity. They form the basis for the development and execution of the strategic campaign plan to support and integrate the Fight of Today, the Fight of Tomorrow and the Fight of the Future. The personnel functions, which make up each of the pillars, are discussed below.

0403. Recruit. The recruit pillar includes attraction, recruiting and selection. Activities within this pillar are focused on timely delivery of highly capable and motivated sailors, soldiers, airmen and airwomen, representing the best of Canadian society. Recruiting includes attraction, enrolment, selection and assignment to occupations. The Director General Recruiting and Military Careers (DGRMC) leads the attraction, recruiting, and selection processes for Regular Force personnel and the processing of reservists in accordance with the requirements of the commanders of the Reserve subcomponents.

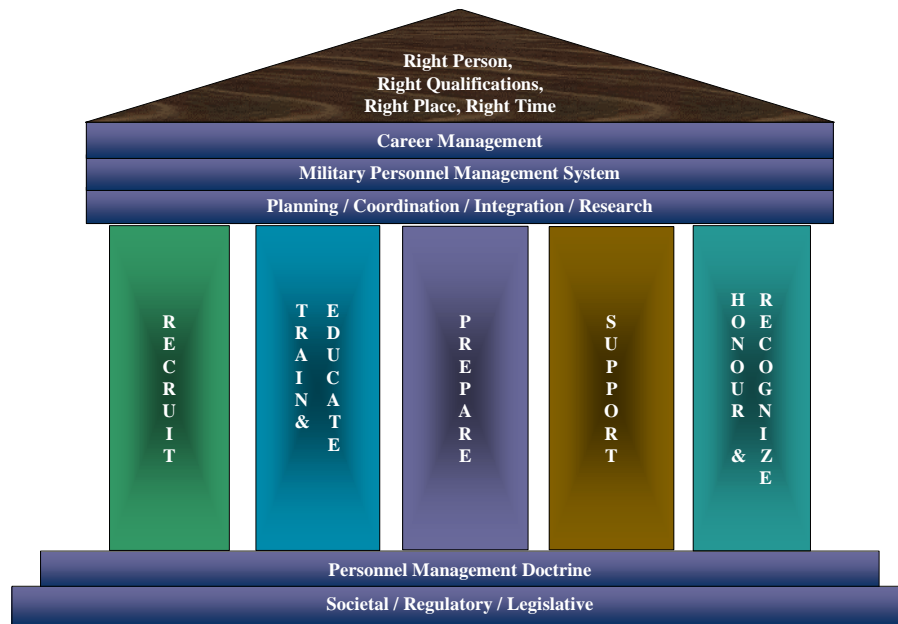


Figure 4-1. CF Military Personnel Management Conceptual Model

0404. The Assistant Deputy Minister (Public Affairs) (ADM (PA)) manages and leads the Strategic Attraction Campaign and the development of Public Affairs and advertising products to attract individuals. The Director General Military Personnel (DGMP) ensures the development of personnel and selection policies to support selection and the identification of requirements, with the balance of the people, equipment, infrastructure and readiness requirements identified by the force developers, force generators and force employers. This is done from the aspect of the total personnel by occupation and career field and the alignment of intakes and throughput to the operationally functional point (OFP). The Commander Canadian Defence Academy (CDA) manages the training of all new recruits to the end of the basic military qualification and works with other Training Authorities (TA) to ensure the smooth flow of training from recruit to OFP. Other DND/CF Level 1 and CMP's Level 2 Advisors support recruiting.

0405. The main committees governing the Recruit Pillar are the National Recruiting Group chaired by DGRMC or the Commander Canadian Forces Recruiting Group (CFRG), the Annual Military Occupation Review (AMOR) committees convened by CMP and chaired by the occupation authorities to review the various occupational requirements on an annual basis and the CF Personnel Management Council (CF PMC)³, chaired by the Assistant CMP (Asst CMP).

0406. Train and Educate. The train and educate pillar is focused on individual training and education. For its primary effect to be achieved, it has to timely deliver sufficient numbers of trained and educated professional military personnel through a training delivery system that is driven by the specifications and the Military Employment Structure requirements as informed by

³ **CF Personnel Management Council (CF PMC)** - The senior advisory forum established to assist CMP in the exercise of functional authority. Chaired by Asst CMP, it provides advice to CMP in the management of the military personnel system and the personnel generation cycle, and serves a function of final staff check for issues requiring AFC decision. Asst CMP also uses it to provide strategic level stakeholders of the CF with ongoing situational awareness in the final year of the capability development process.

capability planning and lessons learned. Career management requires that IT&E be aligned with the human view of defence capabilities to ensure competencies are identified and developed at the right time in a career. The main committees governing IT&E are the Professional Development Council, chaired by CMP and including the Commander CDA and Chief of the Maritime Staff (CMS), Chief of the Land Staff (CLS) and Chief of the Air Staff (CAS) representatives, and the CF PMC.

0407. Prepare. The prepare pillar includes medical, dental and spiritual support, all of which are focused on preparing a healthy – medically, dentally and spiritually fit force. These elements are fundamental to ensuring individuals are healthy and robust throughout their careers. Governing Committees include the CF Spectrum of Care (SoC) Committee, chaired by Asst CMP, and the CF PMC.

0408. Support. The support pillar includes casualty support, family support, fitness, sports, the commissariat, insurance and compensation and benefits. The effects to be achieved include timely and effective morale, welfare and casualty support to personnel and their families, a culture of fitness and well-being and fair remuneration, equitable benefits and integrated relocation services. Governing committees include the CF PMC, CF Pension Advisory Committee (CFPAC), chaired by CMP, Non-Public Property Board, the Military Family National Advisory Board, co-chaired by a family representative and the Director General Personnel and Family Support Services (DGPFS), the Department of National Defence (DND) – Veterans Affairs Canada (VAC) Steering Group, co-chaired by CMP and the VAC Senior ADM – Policy, Program and Partnerships, and CF – Treasury Board Secretariat (TBS) formal and informal meetings between CMP and the Assistant Secretary Labour Relations and Compensation Operations.

0409. Honour and Recognize. The honour and recognize pillar is focused on honouring and recognizing military personnel and their families and military history and heritage. The effects to be achieved through this pillar include timely and appropriate recognition of serving, retired and deceased CF personnel and their families, the preservation and communication of Canadian military history and the fostering of pride in Canadian military heritage. This pillar supports career management throughout the career and into retirement and beyond. Governing committees include the CF Decorations and Advisory Committee⁴, chaired by the CDS, the History and Heritage Committee, chaired by the Director History and Heritage and the CF PMC.

⁴ **CF Decorations and Advisory Committee** considers and makes recommendations to the Governor General for specific national level decorations. Meetings are normally held during regularly scheduled AFC meetings based on the volume of nominations, or called by the Chair as required.

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CHAPTER 5

PLANNING, COORDINATION, INTEGRATION AND RESEARCH

“Military Human resources management involves the total care of serving members and their families over a working lifetime. It is one of the most complex of all personnel systems – one that must be carefully designed and managed as a total, integrated system.”

Auditor General of Canada, 1990 Year-End Report to the House of Commons

Introduction

0501. The CF personnel management environment is complex and challenging, presenting, more often than not, only one opportunity to *‘get it right’*. If one fails in getting it right, credibility is lost, and once lost, it is extremely difficult to regain. Credibility is so fundamental to successful military personnel management, that institutional credibility is identified as the CF Military Personnel Management System’s centre of gravity. The key elements of achieving personnel management credibility are the planning, coordination, integration and research functions, which in the Conceptual Model, link the military personnel pillars and help to provide unity of action. Planning, coordination, integration and research are essential for creating the desired effects in moving from principles, to pillars, to career management.

Planning, Coordination and Integration

0502. A plan is a scheme, programme, or method worked out beforehand for the accomplishment of an objective. A plan is essential to developing a realistic view of expectations and outcomes, for setting goals and organizing for success. In the military personnel management context, planning serves three other functions in that it helps the leadership clarify, focus on and identify future research to support action, it provides a considered and logical framework within which priorities and sequencing can be set, and it offers a general benchmark against which actual performance can be measured and reviewed. The common understanding that preparation of a comprehensive plan will not guarantee success, but lack of a plan will almost certainly ensure failure, gains new truth in the complex military personnel management environment.

0503. Coordination is linked to the principles of foresight and synchronization. It is critical both to executing the plan and to successful integration and maximization of inputs and outputs. Good coordination brings the ‘parts’ together into a proper relationship, prevents duplication of effort and helps to minimize the creation of negative unintended consequences. The key to good coordination is communication; communication that begins with a clear enunciation of commander’s intent, facilitates effective prioritization and scheduling, and identifies clear decision points.

0504. Integration is a principle of good personnel management and has a key place in the CF Military Personnel Management Conceptual Model. Integration goes beyond bringing the parts together, to combine those parts into a greater whole. It is the invisible bond within the complex personnel management system of systems that brings the pillars, their activities, the research and plans to bear to create the career management filter essential for producing the desired effect of having the right person, with the right qualifications, in the right place at the right time (R4). Integration helps the organization to work smarter. It provides a coherent and consistent approach to guide decisions, implement those decisions while reducing cost and effort, and ensuring the agility and flexibility for future work. Strategic integration requires a strategy, a campaign plan or roadmap, a performance matrix and a process to revisit and revise strategy that crosses organizational boundaries, CF components and the personnel management lines of operation.

Military Personnel Research & Analysis Programme Overview

0505. Personnel research is a core military personnel management capability and is essential to the development of informed, evidence based policy and strategic planning to support personnel management throughout the Fight of Today, the Fight of Tomorrow and the Fight of the Future. The personnel research capability includes capacity in internal and external environmental scanning, trend and strategic analysis, workforce modeling, organizational effectiveness, selection and assessment, operational effectiveness, leadership and personnel generation, and behavioural science research in support of decision-making related to specific CF personnel policies, programmes and practices.

0506. The integrated military personnel research and analysis capability is co-managed, co-owned and co-funded by CMP and the Assistant Deputy Minister (Science and Technology) (ADM(S&T)), to meet the science and technology requirements of CMP, the Level 1 Advisors and the Operational Commanders. The capability is delivered through strategic long-range research and applied operational analysis that supports planning and operations and provides timely and responsive advice to decision makers. In delivering military personnel research and analysis, CMP and ADM(S&T) collaborate on and coordinate CF personnel and human factors (HF) research.

0507. CMP and ADM(S&T) are jointly responsible for formulation of the research programme and ADM(S&T) has put in place the resources required for the management of a Personnel Research, Technology and Analysis Programme. In delivering the Programme, CMP and ADM(S&T) jointly develop and own the research and analysis capability, including the core research and analysis capability that is located within CMP. This capability is augmented by capacity elsewhere in Defence Research and Development Canada (DRDC), most notably DRDC Toronto. The Director General Military Personnel Research and Analysis (DGMPPRA) leads the personnel management research function within the CF Military Personnel Management System. As part of the CMP Leadership Team and under the functional (research) authority of ADM (S&T), on a day-to-day basis, DGMPPRA reports to CMP for the military personnel management research requirements and to the DRDC, Director General of the Centre for Operational Research and Analysis (CORA) for other related research requirements. ADM (S&T) provides certain incremental resources to augment the S&T management capacity, and CMP is responsible for providing other resources and for the exploitation of research findings.

0508. The DND/CF Personnel Research, Technology and Analysis Programme is titled ‘Partner Group 4’ (PG4) and is co-chaired by CMP and DGMPRA, who represents ADM(S&T). As depicted in the following table, three Thrust Advisory Groups (TAGs) are responsible for research that spans the complete CF Military Personnel Management System. Each TAG is co-chaired by representatives of the DND/CF chain of command and ADM(S&T). In deliberation with offices of collateral interest (OCIs) from across the CF, TAGs develop and forward to DGMPRA draft research programmes for their areas of responsibility. Of note, OCIs may tentatively commit financial resources from their parent organization in support of specific research requests. DGMPRA reviews the three TAG proposals to determine feasibility, time, cost and potential research resources (in-house, contracted, university partnership, etc...), and then staffs a draft PG4 Research Programme for CMP’s consideration and review at CF PMC. The Plan is then presented for endorsement by ADM(S&T) and, potentially, by Armed Forces Council (AFC)⁵. Once finalized, a Mutual Partner Agreement is co-signed by CMP and ADM(S&T) and the Plan is then implemented and monitored through routine progress reports provided to CMP and ADM(S&T).

ADM(S&T) THRUST STRUCTURE FOR PARTNER GROUP 4 (PERSONNEL) CO-CHAIRS: CMP AND DGMPRA			
THRUSTS	Thrust Advisory Group 1: Plan, Recruit and Train	Thrust Advisory Group 2: Prepare, Support and Recognize	Thrust Advisory Group 3: Individual, Organizational and Operational Effectiveness
Co-Chairs	DGMP Representative and DSMPRA (Thrust Lead)	DGPFSS Representative and DMPORA (Thrust Lead)	CLS/DGLCD Representative and DRDC Toronto/Head CPL (Thrust Lead)
OCIs	DMPSC, D Mil C, CFRG, CFLI, LPCP, DLPM, D Air Pers, D Mar Pers, Op Comds, DSCHRP	Surg Gen, Chap Gen, DGADR, DGCB, DH&R, DQOL, DHH, CFPSA, D Mar Pers, D Air Pers Strat, LPCP	Surg Gen, CFLI, DGPFSS, LPCP, D Mar Pers, D Air Pers Strat, Op Comds
TOPICS	<ul style="list-style-type: none"> • Job analysis and military occupational structure • Design of new jobs • Forecasting internal workforce supply and demand • Planning for workforce requirements • Organizational development and change • Human resource management practices • Job attractiveness & organizational image • Realistic job preview • Development and validation of selection tests & standards (including physical fitness) • Commitment and retention of personnel • Succession planning • Performance appraisal • Career management • Training validation • Choice of training methods • Transfer of training • Training technologies and simulation 	<ul style="list-style-type: none"> • Barriers to develop a diverse workforce • Harassment Prevention • Human rights and discrimination • Work-family conflict • Morale & welfare programs and services • Alternate Dispute Resolution • PERSTEMPO • Health promotion • Compensation and benefits • Recognition • Transition to civilian life • Combat/Critical Incident Stress/PTSD* • Casualty Support* 	<ul style="list-style-type: none"> • Teamwork • Trust and Leadership • Organizational Culture and Climate • Motivation • Work behaviours and attitudes • Deployment resiliency*
* CMP/Surgeon General link			

Figure 5-1. Thrust Structure - Partner Group 4

⁵ **Armed Forces Council (AFC)** - A monthly meeting to provide advice to the CDS, to consider broad military matters related to the command, control and administration of the CF and to assist the CDS in reaching decisions.

Research Support and Standards

0509. Military personnel research is conducted in support of each of the personnel management pillars and the linking elements of the conceptual model to support decisions related to Horizon 1 (Fight of Today), Horizon 2 (Fight of Tomorrow) or Horizon 3 (Fight of the Future). Military personnel research is conducted in accordance with high standards of scientific rigour and must meet all relevant legal requirements, including the *Canadian Human Rights Act* and the *Employment Equity Act*, the Canadian Charter of Human Rights, and all applicable professional standards, such as those published by the Canadian Psychological Association (CPA) for the conduct of research with human subjects and within organizations. All research conducted using CF personnel or their families is subject to ethical review by a Research Review Board, in accordance with the 1998 Tri-Council Policy Statement, “Ethical Conduct for Research Involving Humans,” and as laid out in DAOD 5061-0 and 5061-1. Research support and standards require the coordination of surveys to ensure that operational commitments are not jeopardized. Prior to completion, research and analysis work must undergo technical review from a competent authority within DND/CF and completed work is subject to professional researcher peer review. Research is conducted with and for DND/CF partners and, as required, is subject to agreements with sponsors of specific research projects through Service Level Agreements (SLA).

How It Works

0510. Planning, coordination, integration and research require both internal and external consideration. Internally, the CMP Authority, Responsibility and Accountability (ARA) Framework provides clear accountabilities and responsibilities at the strategic level. Essentially, CMP deals with the strategic direction including research requirements. Assistant CMP manages the Fight of Today and has responsibility for managing crisis and daily activities while providing coordination and integration at the implementation phase of capability development. DGMP manages the Fight of Tomorrow and the Fight of the Future, encompassing capability development, the personnel policy framework and links to force development, force structure and future capability development. The DGMPPRA provides the coordinated personnel research plan and delivers research capability across the pillars and the planning horizons.

0511. Military personnel management planning, coordination and integration are accomplished through the CF PMC which uses a disciplined and transparent decision making process that seeks and accepts advice from all parts of the CF and the DND civilian community. The J1 Coordination Section connects the personnel element with the broader CF and operational imperatives. The CF Monthly Personnel Management Report⁶ provides the feedback and information derived from agreed performance measures required to provide situational awareness and a common picture of the personnel management function results across the CF. The Business Plan, the Personnel Research Plan, the Fight of Tomorrow Strategy and the Fight of the Future Strategy guide the process providing the common views, objectives and direction to achieve the desired effects.

⁶ **CF Personnel Management Report** - A verbal report that is presented at monthly MPCC and CF PMC meetings. This report spans all Lines of Operations and is designed to provide shared situational awareness to the CMP NDHQ Staffs, MILPERSCOM formations, the CF Operational Commands and NDHQ Level 1 organizations, including the three Environments.

CHAPTER 6

MILITARY PERSONNEL CAPABILITY DEVELOPMENT

The secret of change is to focus all your energy, not on fighting for the old, but on building the new.

Socrates

Introduction

0601. A capability, for the purposes of military personnel management, is defined as any policy or initiative that addresses an existing deficiency or future requirement. The CF military personnel management capability development process is a command-centric process that begins and ends with accountable and responsible commanders. New capabilities are developed based on a wide and varied number of initiating activities, or internal triggers, including Defence Strategy, outputs from strategic products, CDS initiatives, CMP critical taskings, mechanisms of voice, and the lessons learned process. External triggers may include Government of Canada policy, external reviews and audits, and ongoing work and reports generated by the CF Ombudsman, the CF Grievance Authority, the Office of the Auditor General, the Official Languages Commissioner, and others.

0602. A formalized and disciplined capability development process pays dividends by reducing the margin for error and ensuring that stakeholders provide input at the appropriate points. The capability development process includes defined points for progress review and alleviates uncertainty about roles, responsibilities or the development sequence. In the military personnel management spectrum, where capabilities often span functional areas and Level 2 Advisors' responsibilities, an open and transparent process ensures proper integration and synchronization and minimizes organizational friction throughout the conceive, design and build continuum.

0603. A disciplined planning process for new capability development involves issue identification, analysis and a transparent decision making process that seeks and accepts advice from all parts of the CF. Capability development inputs are actively sought and updates on the development process provided in two main areas. Internal to CMP organizations, new capabilities are exposed and inputs sought to ensure situational awareness, coordination and integration at the Military Personnel Command Council (MPCC)⁷. Externally, the CF PMC is the venue for providing cross-functional situational awareness and seeking inputs to ensure CF-wide integration and coordination.

⁷ **Military Personnel Command Council (MPCC)** - MPCC was established to provide the Commander MILPERSCOM the forum through which he could issue his directives and orders to all L2s. In more specific terms, the Council provides CMP with a platform to inform and direct his Command on all strategic initiatives related to short and longer term projects in his role as CMP and also in his role as the J1 for the CF. The council also provides CMP with a platform through which he influences and directs all aspects related to his responsibilities as the Commander MILPERSCOM.

Capability Development Process

0604. As indicated above, the new capability development process begins with an internal or external trigger. Key to timely capability development is foresight, which should generate conceptual anticipatory work to facilitate changes in advance of, or in preparation for, responding to specific triggers. The capability development process is tracked using the CMP Issues Management Matrix, a spreadsheet designed to monitor the progress of issues of interest within the CMP organization/command. While DGMP as lead for the Fight of Tomorrow and the Fight of the Future ensures linkages at the system-wide level and provides the integration for capability in the out-years through the Fight of Tomorrow Strategy, DGMP and Asst CMP work closely to ensure hand off from the strategy to the Business Plan and resource approval process.

0605. DGMP holds overall responsibility on behalf of CMP for the development of new capabilities. Asst CMP assumes leadership for the capability development commencing at the approval - announcement phase and throughout the implementation and review phases. The capability planning process includes six phases, each having a specific lead, decision and hand-off points and processes.

0606. Phase I – Identify Idea. Ideas for new capabilities can be generated by any CMP Level 2 Advisor or directorate and brought forward through the chain of command for consideration. This phase starts the process in terms of a large picture concept. In this phase, idea generators must think through a new capability's 'who, what, where, why, when and how'. Constraints, restraints, limitations, general timelines (including critical timings), and the overall effect to be achieved are identified. This phase is focused on the effect to be achieved in general terms, not a specific means, policy or course of action. The effect and the considerations must all be distilled into an achievable, coherent commander's intent, which will drive the rest of the capability development process. CMP, assisted by the DGMP and the appropriate Level 2 Advisor, leads the Idea Identification Phase. Normally this phase involves a top-level conceptual briefing to the CDS to validate and verify the commander's intent.

0607. Phase II – Concept Design. The Concept Design Phase is a validation of commander's intent and normally involves the CDS in a one-on-one briefing and/or a briefing to AFC. The phase involves more precise definition of the aim/effect to be achieved, constraints, restraints, limitations and factors considered in Phase I. During this phase, programme approval and announcement timelines are identified and key development milestones set. This phase is led by CMP, assisted by DGMP from a Fight of Tomorrow integration, synchronization and coordination perspective and the appropriate Level 2 Advisor is fully engaged.

0608. Phase III – Programme Design. The Programme Design Phase transforms the concept into a programme that includes the new policy, processes and machinery – (governance) required for programme approval. Programmes are exposed and endorsed first at MPCC, moved to CF PMC, and approved at AFC and/or Defence Management Committee (DMC)⁸ and Programme

⁸ **Defence Management Committee (DMC)** - A monthly meeting, co-chaired by the DM and CDS, to consider all management matters affecting the strategic direction of defence and to enable the DM and CDS to reach decisions or to coordinate decisions and advice to the MND.

Management Board (PMB)⁹ as required. As part of the integration and coordination of the Fight of Tomorrow, DGMP leads this phase with the appropriate Level 2 Advisor providing the main development inputs. The resource requirements are identified and departmental approvals are sought through the business planning process or for more immediate requirements through the PMB. The Fight of Tomorrow Strategy normally informs the business planning process. However, the line between the Fight of Tomorrow and the Fight of Today is not clear, and there will be occasions where the Asst CMP will need to reach ahead to manage resource issues as part of the Fight of Today.

0609. Phase IV – Programme Announcement. The Programme Announcement Phase involves the approval and announcement of the programme. Asst CMP leads the Programme Announcement Phase using a variety of communications products and tools coordinated through CMP Public Affairs. The capability OPI identifies the issues to be communicated and finalizes the implementation process.

0610. Phase V – Programme Implementation. This phase is the point at which capability ownership moves from CMP, Asst CMP and DGMP realms to the CMP Level 2 Advisor/Commander responsible for providing services and maintaining the capability. Responsible CMP Level 2 Advisors/Commanders lead and manage the Programme Implementation Phase and develop the Master Implementation Plan (MIP) to guide the capability implementation.

0611. Phase VI – Programme Review. The Programme Review Phase includes ongoing programme review using a variety of external and internal tools. External to CMP, Programme Review tools would include audits by internal or external agencies, such as Chief Review Services and the Office of the Auditor General. Internally, programme OPIs validate and monitor programme effectiveness through various feedback mechanisms, including the lessons learned process, the CF PMC feedback, mechanisms of voice and performance and financial reviews.

⁹ **Programme Management Board (PMB)** - A monthly committee that provides the VCDS with decision support and advice with respect to development of the Investment Plan and implementation of the Defence Services Programme (DSP).

CAPABILITY DEVELOPMENT

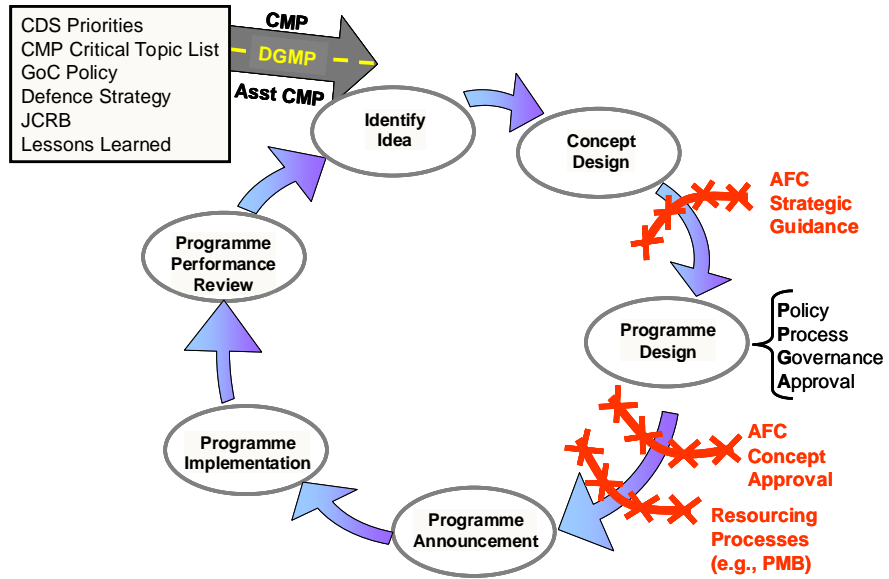


Figure 6-1 – CMP Capability Development

CHAPTER 7

POLICY

An integrated personnel policy framework flows from the legislative, regulatory and operational drivers to provide guidance and effects based policy parameters that allow commanders to make transparent and equitable personnel decisions to meet operational imperatives and the needs of sailors soldiers, airmen and airwomen, and their families.

BGen L.J. Colwell, DGMP, July 2006

Introduction

0701. Policy can be a statement or statements of principles and/or values that mandates or constrains the performance of activities, a set of coherent decisions with a common long-term purpose or a general course of action. A policy statement, formal or informal, can impose constraints, which, on the one hand limit freedom and on the other ensure transparency and consistency. Military personnel policies are the formal expression of military personnel management principles and rules, and are the means by which CMP issues functional direction and guidance to commanders, staffs and military personnel on behalf of the CDS. Policies reflect intent and, broadly speaking, may be expressed either in formal policy documents or in organizational practices. Military personnel policies are designed to support the production and sustainment of military men and women and the career management process essential to achieving the military personnel management desired effect.

Integration and Coordination of Military Personnel Policy

0702. Military personnel policy does not exist in a vacuum. All personnel policies must be integrated and coordinated to ensure alignment with legislation, regulations, strategic goals and other personnel policies. In addition to military personnel policies being legislatively compliant and consistent with the direction of CF higher authority, they must reflect and support the fundamental values, beliefs, and expectations embodied in the military ethos and the social contract.

0703. Military personnel policy must be integrated, synchronized and coordinated across the CF as a whole and adapted as necessary to support the components and sub-components of the Total Force. CMP is responsible for military personnel policy, for setting priorities for policy development, for approving policy documents and instruments within the delegated authority, such as Defence Administrative Orders and Directives (DAODs) and CF Military Personnel Instructions (CF Mil Pers Instrs), and for approving the subject matter of instruments requiring higher authority approvals, such as regulations and other instruments requiring CDS, ministerial, Treasury Board (TB) or Governor-in-Council (GIC) approvals. Because policy development is a longer-term activity requiring coordination across the CF and integration within the CF Military Personnel Management System, DGMP is responsible for ensuring that policy priorities are

established and that appropriate consultation and quality assurance are embedded within the development and approval process. Policy development follows the military personnel capability development process. As such, DGMP must be consulted early in the problem identification and policy development process.

0704. Policy coordination is critical to successful policy integration. Staffs responsible for single issues and interacting functions, or who have authority over a particular aspect of a policy issue, in addition to linking with the DGMP, must align with and communicate across the military personnel system and with representatives of other functional authorities in the development, review, and approval of proposed new and amended policies. Policy coordination is accomplished through effective prioritization of policy initiatives, one-to-one staff consultations, the deliberations of *ad hoc* working groups, briefings to standing committees and senior staff appointments, and by formal requests for review and concurrence.

The Policy Development Process

0705. Policy Development is the systematic approach to identifying the most appropriate decision, rule, or guide to action for a particular set of circumstances and requirements. Policy analysis is the primary tool of policy development and relies on evidence and reason to clarify, appraise, and recommend solutions. Effective policy development is based on the objective and rigorous review and analysis of all relevant factors. Policy development is a complex process involving concepts and procedures that extend beyond the CMP organization to include direction from the CDS, AFC discussions, adherence to DND/CF policy development processes, and input from appropriate CF stakeholders. The first task of policy development is to determine the nature of the problem or issue and then to ensure that the situation to be addressed is clearly and accurately portrayed.

0706. Problem definition, the identification of what if anything must be addressed, is the most difficult part of policy development. Available information may range from the relatively clear and complete, as in the case of explicit Government direction, defence plans, or changes in the law, to the quite vague and incomplete, as in addressing indicators of low morale, declining retention rates or family-related issues. Since the situation to be addressed must be clearly and accurately understood and portrayed, it is beneficial to first gain a general understanding of the issue(s) prior to delving into the precise and detailed solutions. When defining and confirming an understanding of an issue, consultation with key stakeholders, particularly operational and environmental commanders and staffs, is essential. Full problem definition can be accomplished through a variety of means. In some circumstances formal research, analysis and reporting under the purview of DGMPPRA may be required. In other cases the policy desk officer may carry out all necessary research by collecting the senior leadership view (commander's intent), reviewing internal documents (e.g., files, reports, studies and correspondence to identify what we are doing and why) and consulting with military personnel authorities and other subject-matter experts (including legal advisors).

0707. Policy objectives are the outcomes that are intended to result from policy implementation. Once a clear understanding of the existing problem situation has been achieved, the next steps include identifying the desired effect to be achieved, the principles for achieving the effect and whether the effect is achievable through a policy or another remedy. Throughout the policy-

development process, the desired policy effect provides the guiding light and integrating focus for all requirements and concerns. As a minimum requirement, all military personnel policies must be consistent with the effect to be achieved and ensure compliance with statutory obligations and core societal values. They should seek simultaneously to satisfy other important objectives, such as upholding professional principles and values and the obligations of the CF's social contract. Some policies may have more than one objective and competing objectives can occur when two or more agreed-upon policy objectives conflict to some extent, or different stakeholders view the same issue from different perspectives and, as a consequence, seek different or even incompatible outcomes. In the event that organizational objectives and individual objectives cannot be fully aligned, policies must be adjusted to balance individual interests and operational requirements. Legal staffs should be consulted as early as possible in the policy-development process to determine the legal risk associated with a proposed policy, to identify any legal constraints and to obtain advice on the instrument or document best suited to publishing the proposed policy. Once a policy objective has been determined, the next task is to devise and describe the options or courses of action by which the objective might be attained and to select, through a logical process, the course of action to be developed and implemented. Prior to proceeding with the development and implementation of policy requiring new or amended expenditure authorities or the provision of benefits, internal consultation and approvals are required. For personnel benefits, most of which require TB approval, early consultation with the TBS and internal DND TB Submission Control experts is essential.

0708. Policy Implementation is the process of ensuring that appropriate policy documents are published, policy is communicated to those affected, consequential programmes and activities are resourced, and all necessary actions are taken to ensure that the policy is given force and effect. Ensuring force and effect can include, policy interpretation and administration, the tracking and monitoring of performance indicators and/or ongoing or periodic validation.

Governance Committees

0709. Policy development is supported by and managed through a number of standing and *ad hoc* committees and working groups. While policy priorities are defined by CMP, the collective insight of the internal- to- CMP organization is obtained through the MPCC. CF-wide input regarding priorities and policy requirements is obtained through the CF PMC and approvals may require consideration by the AFC, PMB and the DMC. Because of the need for legal review of policy instruments, including legal drafting for regulatory changes, compliance with corporate functional direction and establishing priorities with respect to regulatory change priorities, DGMP has established periodic meetings with Judge Advocate General (JAG) and CF Legal Advisor (CFLA)/CF Legal Review Services and the Director of Strategic Corporate Services (DSCS) staffs to provide situational awareness on CMP priorities and establish reasonable work plans for achieving timely outputs. These meetings should occur in the September/October, January and May/June periods to coincide with the beginning, mid-point and end of the military personnel management campaign season. Regular meetings with appropriate officials of the TBS, both formal (those led by CMP and the TBS counterpart) and less formal (those led by the Director General Compensation and Benefits (DGCB) and the TBS counterpart) are essential for coordinating and achieving priorities.

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CHAPTER 8

THE FIGHT OF TODAY

To understand Military Personnel Management, you must first understand that when dealing with our people, crisis is the norm. Everything has the potential to become strategic and even the most simple can become complex. Effective solutions are integrated, and everything is situationally dependent.

MGen W. Semianiw, CMP 2007

Introduction

0801. In the personnel management of the CF, the "Fight of Today" involves addressing the emerging personnel issues, the crises, managing daily activities associated with the delivery of personnel capabilities, and coordinating the introduction and implementation of new capabilities. The Fight of Today is that part of the personnel management capability planning process that covers the zero to two-year time frame.¹⁰

Military Personnel Management Planning Horizons Aligned with the Force Development Framework

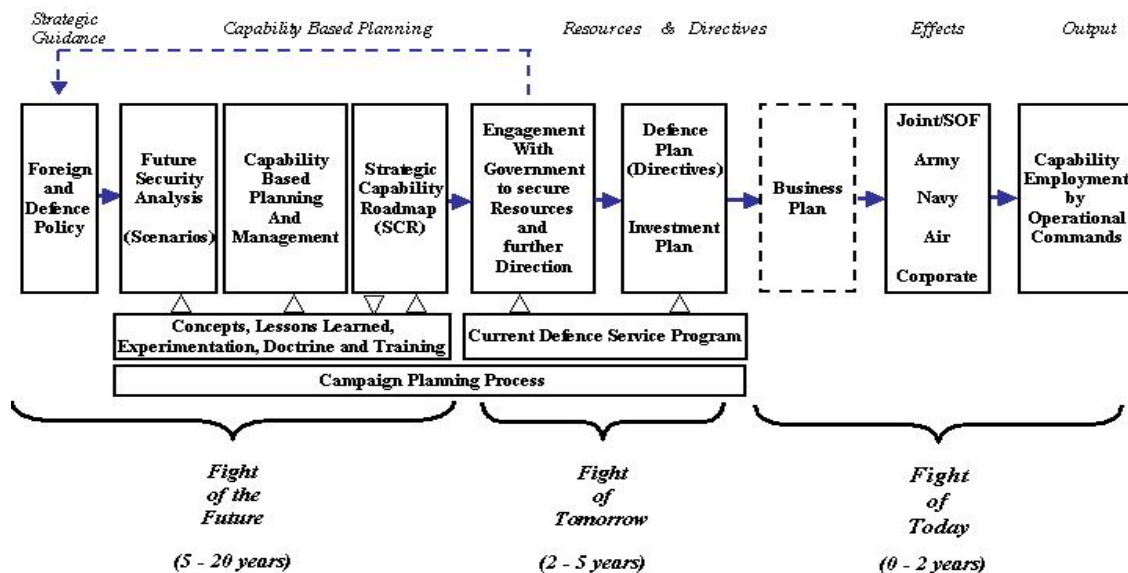


Figure 8-1. Force Development Framework

¹⁰Because of differences in building people capabilities as opposed to other elements of capability development, military personnel planning horizons (H1:0-2 years; H2: 2-5 years and H3: 5-20 years) differ from those used in DND/CF Force Development (H1: 0-5 years, H2: 5-10 years and H3: 10-20 years).

Managing the Crisis

0802. Personnel management crises, like other crises, are usually time sensitive and originate from or relate to people, commanders and leaders/managers at all levels of CF, the Navy, Army, Air Force, DND, and/or the public, at any time of the day or night, at home and/or abroad. Crises in most instances are focused on individuals and resolution requires an integrated and rapid approach across all the military personnel management pillars and lines of operation.

0803. Individual cases usually begin as simple and tactical-level issues that quickly become strategic and extremely complex, involving the most senior levels of the CF or the Department. They usually involve exceptions to policy and may, therefore, need to be addressed outside of policy parameters, where solutions are based on 'doing the right thing' (within legal parameters) and resolving issues as quickly as possible in accordance with the Personnel Management Principles of compassion and discretion.

0804. The Asst CMP is responsible for addressing emerging issues, the crises in the making, within the CF Military Personnel Management System. In doing so, Asst CMP is connected internally within MILPERSCOM and externally across the CF using information technology to ensure awareness of emerging issues as quickly as possible.

0805. The Asst CMP works with specific CMP Level 2s who are subject matter experts, CMP Public Affairs officers and Legal Advisors, and with representatives from the chain of command of the Navy, Army and Air Force to intervene and resolve issues as quickly as possible. Asst CMP may need to work with representatives from Assistant Deputy Minister (Policy) (ADM(Pol)), the Privy Council Office (PCO) or the TBS when authorities required to resolve issues are outside of the CF and/or departmental authority. For issues that arise from CF overseas deployments, Asst CMP works with the SJS and CEFCOM staffs through the CMP J1 Coordinator. Asst CMP will use whatever CMP strategic level staffs or MILPERSCOM staffs are required to effect timely issue resolution.

0806. The steps to crisis management noted below layout the procedure that should be followed to lead and manage a personnel crisis to resolution:

- a. Issue Identification. Issues may be identified through formal channels of communication, such as Ministerial Inquiries, AFC or Commanders' Council (CC), Significant Incident Reports, or through less formal means, such as media coverage, communication from the CDS, the MND, ADM(PA), Operational Commanders, Level 1 Advisors, governmental offices or directly from military personnel or their families. The Asst CMP maintains close liaison with the CDS, MND, Parliamentary Affairs and Cabinet Liaison offices to closely monitor emerging issues.
- b. Issue Tracking. Major issues are formally tracked *via* the NDHQ Issues Management Matrix and the CMP Issues Management Matrix, and less significant or short duration issues are tracked from within the Asst CMP's office. Within the CMP Issues Management Matrix, each issue is identified by Pillar and Line of

Operations and by Thrust (Fight of Today, Fight of Tomorrow or Fight of the Future).

- c. Issue Management. The Asst CMP analyzes the reported issue to determine its nature, urgency, level of importance and area or areas within the CF Military Personnel Management System upon which the issue impacts. For example, an issue could relate to a specific line of operation or it may cross lines of operation, thus, requiring CMP strategic level staffs, Level 2 Advisors and/or the MILPERSCOM staffs to be engaged. The level of engagement may range from the simple provision of information in response to a query, to the stand-up of a formal working group that would fully explore the roots of the issue, generate options for consideration at the appropriate level and produce an implementation plan for execution by a CMP Level 2 Advisor or a MILPERSCOM commander.

0807. A key component of managing the Fight of Today is the CMP Planning Calendar. This record of key CMP meetings and significant activities is linked, as necessary, to the NDHQ Planning Calendar. As a planning tool, the CMP Planning Calendar is updated on a weekly basis. CMP, Asst CMP and DGMP, as the strategic leadership team, manage the meetings and significant event attendance to ensure adequate and appropriate representation at CF, Departmental and interdepartmental meetings and planning groups.

CMP Business Plan

0808. CMP has adopted an integrated and synchronized approach to Planning and Reporting (P&R) that achieves alignment with both the DND/CF planning framework and across the MILPERSCOM to the CMP vision, mission, and strategic effect. The outputs to this process (business planning, reports to government and functional planning) are key tools in the management of the Fight of Today and the Fight of Tomorrow. From a P&R perspective, the CMP strategic framework provides the overall direction and guidance to Level 2 Advisors. The P&R process then moves from planning to action by assigning resources to functions, activities and initiatives that achieve the effects defined in the strategic framework for the next fiscal year and the following three years, thereby incorporating and integrating into the Fight of Today. To meet the objective of a coherent planning and reporting structure, CMP has issued Military Personnel Command Orders (MPCOs)¹¹ that clearly articulate this process. P&R includes:

- a. Planning. Level 1 planning outputs are required to describe what CMP is planning to do, the challenges that may be faced and how to mitigate these challenges, and describe indicators of success. The mechanism for attaining this information is through Level 2 Business Plans; and
- b. Reporting. Level 1 reporting outputs are required to describe how well the planned functions, activities and initiatives are actually progressing, the real challenges faced, how these challenges were dealt with and what level of success was achieved. The mechanism for attaining this information is through CMP's annual Functional

¹¹ **Military Personnel Command Orders (MPCOs)** - Guidance from the Commander MILPERSCOM to those members of the CF and employees of the DND who serve or are employed in MILPERSCOM and to CF members and DND employees who serve or are employed in the CMP NDHQ staffs.

Assessment, which provides a current view of the state and health of the CF Military Personnel Management System.

Managing Capability Development

0809. Asst CMP is responsible for managing the final phase of the personnel management capability development process. This phase is particularly important in that it involves obtaining leadership approval to allow introduction of the new capability, the public announcement of new programmes and implementation oversight. The CMP Comptroller is responsible for the in-year financial management of the introduction of new capabilities.

0810. In managing this final phase of the introduction of a new programme, Asst CMP works closely with the Chief of Programme (C Prog) and through the PMB to adjust, or complete final resource requirements and/or approvals for the resources for the capability. Asst CMP also works with the VCDS to coordinate capability approval. The CF leadership is informed and consulted through the CF PMC, and the most senior military approval is obtained from AFC. Given the nature of personnel capabilities, approval may require an information and/or decision briefing to the DMC and a TB Submission. TB Submissions are tracked and prioritized through the TB Submission Matrix. Cross-functional issues are managed through the Defence Management Oversight Committee (DMOC)¹² and the NDHQ Issues Management Matrix.

0811. Asst CMP is the Chair of the CF PMC and uses this Council to provide strategic level CF and departmental stakeholders with ongoing situational awareness related to the Fight of Today and the Fight of Tomorrow. As the arena for strategic personnel management situational awareness, the CF PMC meets frequently to provide stakeholders a venue for input and discussion as capabilities are developed. This approach ensures that the introduction of the capability is fully integrated and synchronized within and across the CF and the Department.

0812. Asst CMP is responsible for managing communication plans for new capabilities, including public announcements. The basic framework of a communications plan is developed early in the process, however, given the complexity and the sensitivity of these plans, details are not normally finalized until the final phase of the process. Asst CMP engages the CMP PA in coordinating announcements and may utilize a variety of media to communicate internally within DND/CF and externally to the public. Internal communications may include CANFORGENs, the CMP Intranet Homepage, the Maple Leaf and/or staged events to provide exposure. Asst CMP may communicate to internal command and staff stakeholders through MPCC and by ensuring the timely exposure of the CF Monthly Personnel Management Report at Operations Briefings, AFC and on the Homepage. External communications to inform the public may include use of the CMP Internet Homepage, staged events and press releases.

0813. Lessons Learned. Personnel-related activities that contribute to operational missions benefit from a formal lessons learned process that ensures there is constant learning, correction of

¹² **Defence Management Oversight Committee (DMOC)** - The mandate of the DMOC is to manage cross-functional issues at the national level, including those related to transformation; coordinate and resolve emerging multi-faceted and/or complex issues that require horizontal examination, and ensure internal communications and cross functional collaboration of unfolding and time-sensitive issues.

mistakes and reinforcement of what was done correctly. Operational After Action Reports (AARs), Post Exercise Reports (PXR) and Post Operations Reports (POR) completed prior to, during and after deployments and collective training activities, along with Staff Inspection and Staff Assistance Visits, direct submissions *via* the CMP Lessons Learned webpage, interviews, presentations and attendance at planning and discussion meetings, provide rich sources of observations. Issues identified are passed to the appropriate Level 2 Advisors who conduct an analysis and make recommendations concerning changes to doctrine, policy, techniques, procedures and/or training. These recommendations are staffed through all CMP Level 2 Advisors to determine whether or not proposed changes will have consequences anywhere in the CF Military Personnel Management System, and ensure solutions are properly integrated to avoid unintended consequences.

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CHAPTER 9

THE FIGHT OF TOMORROW

It is now time to recognize that a paradigm shift in war has undoubtedly occurred: from armies with comparable forces doing battle on a field to strategic confrontation between a range of combatants, not all of which are armies, and using different types of weapons, often improvised. The old paradigm was interstate industrial war. The new one is the paradigm of war amongst the people....

Sir Rupert Smith, former NATO DSACEUR

Introduction

0901. The Fight of Tomorrow is focused on building military personnel capabilities identified through the Force Development (FD) process that guide decision-making within all planning horizons. The timeframe of interest for the Fight of Tomorrow is two to five years, and the purpose is to guide future military personnel policies, programmes and initiatives toward the vision of a fully integrated and aligned CF Military Personnel Management System that is capable of meeting operational and strategic requirements.

Force Development Framework

0902. The CF FD framework reaches out to 30 years, encompassing CMP's Fight of the Future and working back to include the Fight of Tomorrow and the Fight of Today. The Fight of the Tomorrow is focused around the Defence Capability Plan (DCP) and the Investment Plan (IP). The DCP describes the desired capabilities and the IP allocates funds for the development of these capabilities over a two to five-year period. These products drive the development of the CF Campaign Plan and the CF Business Plan, with the Business Plan identifying funds for specific activities within a given fiscal year, and notionally for the following two to three years.

The Fight of Tomorrow

0903. The Fight of Tomorrow focuses on new military personnel management capabilities. These capabilities can be introduced at any time in the zero to five-year timeframe and are managed from conception to the final phase by DGMP and the Asst CMP. DGMP focuses on the conceive and design phases of new military personnel management capabilities while Asst CMP provides the leadership and focus for post design phase approval, announcement and implementation.

0904. As CMP's Fight of Tomorrow integrator, DGMP deals with the Chief Force Development (CFD) and Level 1 Advisors' personnel staffs for cross-CF activity, and with Asst CMP and CMP Level 2 Advisors for internal coordination across lines of operation. The key documents used to prosecute the Fight of Tomorrow include CMP SIDs, the CMP Fight of Tomorrow Strategy, and the CMP Business Plan.

0905. Coordination and forward action are prosecuted through such committees as the MPCC, which provides internal direction and coordination, and the CF PMC, which provides the venue for identifying new personnel issues and coordinating capability development across the Level 1 Advisors network. The Professional Development Council (PDC)¹³ is used to coordinate IT&E across the four main Training Authorities. The Capability Development Board (CDB) and the Joint Capability Requirements Board (JCRB)¹⁴ provide the mechanisms by which new capabilities are identified and capability elements, including personnel requirements, are integrated.

¹³ **Professional Development Council (PDC)** - A quarterly meeting that provides CMP with strategic guidance, oversight, synchronization and integration of the CF Officer and NCM Professional Development (PD) Frameworks, including IT&E.

¹⁴ **Joint Capability Requirements Board (JCRB)** - Normally a monthly meeting to review proposals, challenge the issues and provide direction for the development of multi-purpose CF capabilities including the Long Term Capital Plans and Future Capability Plans. For strategic projects, JCRB routinely develops a joint understanding of Concepts of Employment/Operations, debates and reaches consensus for Statements of Operational Requirement and resolves issues of project scope at the corporate level.

CHAPTER 10

THE FIGHT OF THE FUTURE

The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.

Marcel Proust

Introduction

1001. The Fight of the Future is focused on future military personnel capabilities identified through the portion of the FD process that addresses the long range-planning horizon. The timeframe of interest is five to twenty years, and the purpose is to shape the vision of the CF Military Personnel Management System and to act as a guide for the development of military personnel policies, programmes and initiatives developed within the context of the Fights of Today and Tomorrow.

The Fight of the Future and the Force Development Framework

1002. Long range guiding concepts and strategy of the Fight of the Future are visionary in character and provide the guidance for the nearer term personnel capability development efforts that are actioned in the Fights of Today and Tomorrow. As such, the Fight of the Future is focussed on the conception of the future strategy and is managed by DGMP in close consultation with CFD, Level 1 Advisor's personnel staffs and the CMP's Level 2 Advisors.

1003. Both the Strategic Capability Roadmap (SCR) and the IP bridge the gap between the Fight of Tomorrow and the Fight of the Future. Although the SCR specifies the capabilities to be developed out to a twenty-year timeframe, planned capabilities beyond the ten-year period are presented with less detail. The Personnel Roadmap aligns with the SCR to ensure that the requirements of the future personnel capability are identified and developed. In a similar vein the IP, as a companion piece to the SCR, must identify strategic personnel investments over the next ten years.

1004. CFD produces a Future Security Environment (FSE) document that provides an analysis of the key factors and drivers of the future security context as a basis for future strategy development. Although the major factors that will impact the success of future personnel capability development are included in the FSE, there are many other personnel-factors that must be considered in the development of the Fight of the Future. The conduct of a future personnel environment analysis under the leadership of DGMPPRA is a key element of the Military Personnel Concept and Military Personnel Strategy 2030.

1005. The other element of the FD framework that applies uniquely to the Fight of the Future is the development of the DND/CF Family of Concepts. Where the SCR identifies the capabilities that must be acquired to be successful in the future (the 'means'), the family of concepts

describes how the CF will operate in the future (the 'ways'). Given the enduring importance of the personnel capability to the successful achievement of the Defence Mission it is no surprise that there are military personnel implications in virtually every concept within the DND/CF Family of Concepts.

1006. By nature, concepts tend to be abstract. The abstract can lead to conflicting interpretations and application of conceptual guidance. To avoid misinterpretation, the CF Military Personnel Concept 2030 does not stand-alone as guidance for development of the future personnel capability. A long-range military personnel strategy supports the direction described in the future concept, but expressed in terms of the desired personnel effects and the description of the objectives that support the achievement of those effects.

1007. The key documents used to prosecute the Fight of the Future include the Military Personnel Concept 2030, the Personnel Roadmap, and Military Personnel Strategy 2030. Coordination and development of the Fight of the Future are prosecuted through the MPCC, the CF PMC, the CDB, and the JCRB. As a matter of course, *ad hoc* committees and working groups required for the development of the Fight of the Future include representation from across the CF and DND personnel communities.

LIST OF ABBREVIATIONS

AAR	After Action Report
ADM	Assistant Deputy Minister
ADM(PA)	Assistant Deputy Minister (Public Affairs)
ADM(S&T)	Assistant Deputy Minister (Science and Technology)
AFC	Armed Forces Council
AMOR	Annual Military Occupation Review
ARA	Authority, Responsibility and Accountability
Asst CMP	Assistant Chief Military Personnel
Canada COM	Canada Command
CANOSCOM	Canadian Operational Support Command
CANSOFCOM	Canadian Special Operations Forces Command
CAS	Chief of the Air Staff
CBI	Canadian Forces Compensation and Benefits Instruction
CC	Commanders' Council
CDA	Canadian Defence Academy
CDS	Chief of Defence Staff
CEFCOM	Canadian Expeditionary Force Command
CF	Canadian Forces
CFD	Chief Force Development
CFITES	Canadian Forces Individual Training & Education System
CFPAC	Canadian Forces Pension Advisory Committee
CFPD	Canadian Forces Professional Development
CF PMC	Canadian Forces Personnel Management Council
CFRG	Canadian Forces Recruiting Group
CFSA	Canadian Forces Superannuation Act
CFSR	Canadian Forces Superannuation Regulations
CHA	Canadian Health Act
CFLA	Canadian Forces Legal Advisor
CHRA	Canadian Human Rights Act
CHRC	Civilian Human Resources Council
CIC	Cadet Instructor Cadre
CLS	Chief of the Land Staff
CMP	Chief Military Personnel
CMS	Chief of the Maritime Staff
CORA	Centre for Operational Research and Analysis
COS	Chief of Staff
CPL	Collaborative Performance and Learning
C Prog	Chief of Programme
DAOD	Departmental Administrative Orders and Directives
DCP	Defence Capability Plan
DDIO	Directives for Deployed International Operations
DDO	Directives for Domestic Operation
DGMP	Director General Military Personnel

DGMPRA	Director General Military Personnel Research and Analysis
DGPFSS	Director General Personnel and Family Support Services
DGRMC	Director General Recruiting and Military Careers
DSCHRP	Director of Strategic Civilian Human Resource Planning
DSCS	Director of Strategic Corporate Services
DIN	Defence Information Network
DM	Deputy Minister
DMC	Defence Management Committee
DMOC	Defence Management Oversight Committee
DND	Department of National Defence
DRDC	Defence Research and Development Canada
DSP	Defence Services Programme
DTA	Designated Training Authority
EE	Employment Equity
FA	Functional Authority
FAA	Financial Administration Act
FD	Force Development
FSE	Future Security Environment
GIC	Governor-in-Council
GOC	Government of Canada
HF	Human Factors
HR	Human Resources
IP	Investment Plan
IT&E	Individual Training and Education
JAG	Judge Advocate General
JCRB	Joint Capability Requirements Board
L1	Level 1 Advisor (Chief or Assistant Deputy Minister level appointment)
L2	Level 2 Advisor (Director General level appointment)
L3	Level 3 Advisor (Director level appointment)
MES	Military Employment Structure
MFSI	Military Foreign Service Instruction
MILPERSCOM	Military Personnel Command
MPA	Multi-Partner Agreement
MPCC	Military Personnel Command Council
NCM	Non-Commissioned Member
NDA	National Defence Act
NDHQ	National Defence Headquarters
NPOC	National Procurement Oversight Committee
OCI	Office of Collateral Interest
OFP	Operationally Functional Point
OL	Official Languages
OPI	Office of Primary Interest

PA	Public Affairs
PCO	Privy Council Office
PDC	Professional Development Council
PG	Partner Group
PGAT	Personnel Generation Action Team
PMB	Programme Management Board
POR	Post Operations Report
PS	Public Service
PXR	Post Exercise Report
QR&O	Queens Regulations and Orders
R4	The desired effect of the right sailor, soldier, airman and airwoman, having the right qualifications, in the right place at the right time.
SCR	Strategic Capability Roadmap
SID	Strategic Initiating Directive
SJS	Strategic Joint Staff
SLA	Service Level Agreements
SMEs	Subject Matter Experts
S&T	Science and Technology
TAG	Thrust Advisory Group
TA	Training Authority
TB	Treasury Board
TBS	Treasury Board Secretariat
VCDS	Vice Chief of Defence Staff

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