



National
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Military HR Strategy 2020

Facing the People Challenges
of the Future



Canada 

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Message from the CDS and DM

The Department of National Defence exists only to field the Canadian Forces in operations. Despite the complexity of this vast organization, and the many issues and priorities we face each day, we must never lose sight of this fundamental concept.

The operational capability of the Canadian Forces is ultimately derived from its people. These young men and women of whom we ask so much, rely on their leaders to look after their well-being and interests. This is a tremendous responsibility, and it goes beyond immediate considerations of health, compensation, employment and training. There are also essential longer term issues such as professional development and career paths, personnel tempo, family considerations, ensuring a steady succession of trained professional motivated personnel, and our commitment to properly care for those who are injured in the service of Canada, and the families of those who make the ultimate sacrifice.


The Canadian Forces cannot perform its role without the support of our committed and professional civilian workforce. Together our military and civilian personnel form a Defence Team which is a solid and thriving reality... not at all an abstract concept.

Our message therefore, is that People really are at the heart of this Department, they are our top priority, and we are committed to ensuring that this remains the case.

HR 2020, the military HR strategy for the future is an extremely significant document. It not only reflects the broader Government of Canada focus on people and the future but also formally establishes the Canadian Forces strategic HR Principles which define "how" we look after our people. These HR Principles, like the Principles of War, will take their place in our culture and be reflected in leadership training and development at every level throughout the Canadian Forces. HR 2020 is most of all however, an integrated strategic planning document which takes goals and theory and translates them into an HR plan for the future.

HR 2020 is the foundation of our future HR planning. We endorse its approach and commend it for the active attention and action of leaders and managers at all levels.




General R.R. Henault
Chief of the Defence Staff




M. Bloodworth
Deputy Minister

Message from the ADM Human Resources – Military

The Canadian Forces and its leadership at all levels are absolutely committed to putting our people first. HR 2020, through its integration of HR into the departmental strategic planning process, will ensure that this is a reality. HR 2020 underscores the fundamental importance that our people have and will continue to have in fulfilling our Defence mission. As our plan for the future, this strategy represents the integration of the concern for our people within the larger DND/CF strategic planning process. It identifies objectives, links planning across timeframes and, most importantly, lays the foundation for a human resource management strategy to deal with the opportunities and the challenges ahead.


HR 2020 reflects Canadian and military values and human resource principles, which anchor the strategies. It also puts forward strategic HR objectives to support the investment strategy and the action plan that will implement specific health care, recruitment, professional development and retention strategies. This will ensure our people can make their very best contributions to the Defence mission... and that we will look after them as they do so.

This milestone document has been developed with the cooperation and input of staffs representing the Canadian Forces as a whole. It is both our guide and our key to the future. We need to follow it, update it regularly, and through it, realize both our responsibilities to the young men and women we are privileged to lead, and our ongoing responsibilities for the security of our Nation.



A stylized, handwritten signature in blue ink, appearing to read 'C. Couture'.

C. Couture
Lieutenant-General
Assistant Deputy Minister
(Human Resources – Military)



The strategy has been developed to address a range of plausible human resource scenarios that elaborate upon the future HR context and are consistent with the considerations underlying the development of Defence Strategy 2020.

Introduction

People in Defence – Beyond 2000

In May 2001 *People in Defence – Beyond 2000* was published and distributed across the Defence Team as an initial response to Defence Strategy 2020 (DS 2020). *Beyond 2000* was the result of a preliminary assessment of the human resource (HR) environment and a rigorous analysis of the initiatives and programs underway within both the Military and Civilian Human Resource Groups to address the HR challenges of the next five years.

Facing the People Challenges of the Future — Human Resources 2020

This document extends and updates the human resource strategy presented in *Beyond 2000*. The strategy has been developed to address a range of plausible human resource scenarios that elaborate upon the future HR context and are consistent with the considerations underlying the development of Defence Strategy 2020. DS 2020, the new strategic concept for the Canadian Forces (CF), outlines a number of strategic objectives for improving HR planning and management. In particular, from the DS 2020 objectives *Decisive Leaders and Career of Choice*, HR 2020 derives its own HR strategic objectives, from which all future HR policies, programs and projects will develop. This strategy has been developed to apply to both Regular and Reserve components.

Focus on Process

“The less things are predictable the more attention you have to pay to the strategy process. Uncertainty has the effect of moving the key to success from “the optimal strategy” to the “most skilful strategy process”¹.”

What the HR 2020 process must do

- Identify the vital ground
- Integrate with the operational strategic process
- Synchronise HR strategy across all planning horizons

HR 2020 Vital Ground

Our HR strategy cannot ignore our vital ground. In the HR domain this resides within the relationship between Canadian National Values, Defence Ethics and critically, the Canadian Military Ethos. It also demands that we conduct our daily affairs consistent with a set of human resource principles and that we keep our vision foremost in mind.

Look after our people, invest in them and give them confidence in the future ■

1 Van der Heijden, Kees. 1996. *Scenarios: The Art of Strategic Conversation*. John Wiley & Sons: New York.

Outline of the Document

To succeed in the 21st century, and to ensure Defence possesses the flexibility it needs to adapt to evolving and discontinuous changes in technology and the international system, we must become more innovative and proactive. This document is an effort to anticipate some of the plausible futures and establish a comprehensive human resource strategy that will lead the CF through the turbulence. Section one describes our vital ground, Canadian values, military values and human resource principles for the CF which must be the foundation of our HR strategy. Section two discusses the employment of future scenarios within the strategic planning process. Outlined in this

section are four different but very plausible future scenarios. Rather than developing HR strategy against a narrow prediction of the future, our HR strategy is developed to meet the challenges presented by a range of alternative futures. Section three describes the CF human resource strategy, identifying the twelve core strategic HR objectives and tests them against the alternative futures to ensure that CF strategic HR direction will stand the test of time and change. Finally, section four moves from strategy to action, highlighting the mid-term CF HR investment strategy and outlining current and future programs and initiatives that are leading us towards our HR strategy objectives. ■

Section One: The Canadian Forces Human Resources System

The Defence Mission

The primary mission of the Canadian Forces is to defend Canada and Canadian interests and values while contributing to international peace and security. The scope of this mission is exemplified by a set of CF Defence scenarios that range from high intensity theatre level war to search and rescue operations; from humanitarian operations and low intensity peace support to aid to civil power. The Defence scenarios describe the full range of missions that define the CF as a multi-purpose, combat capable force.

The HR Mission

Defence Strategy 2020 highlights that "Military effectiveness requires the right people, organisation, equipment and doctrine be available to respond with agility to emerging threats and opportunities." The HR mission is to develop and implement HR plans, policies and programs to recruit, develop and retain people to effectively support the CF in all operations it is asked to perform. The ability of the CF Human Resource System to accomplish its mission is central to the readiness and capability of the CF.

Canadian National Values

Canadian national values are those fundamental values that Canadians as a people subscribe to. They are enshrined in the Canadian Constitution and the Charter of Human Rights and Freedoms and exemplify the balance between the rights of the individual and the community at large. Canadians have always demonstrated strong

support for the ideals of responsible, democratic government and its corollary, the subordination of the military function to civilian political authority. Further, Canadian national experience has created citizens who endorse and support equal opportunity and who have great tolerance for diversity. Finally, Canadians support the principle of international collective security and the importance of peace, justice and human rights.

The Profession of Arms

Members of the Canadian "profession of arms" subscribe to Canadian values. As military professionals they accept their duty to protect those values, when necessary, as the force of last resort. As servants of the nation which holds and promotes these values, CF members must reflect in their conduct probity, accountability and transparency. These service-to-nation values bind together all those who act on behalf of the Government of Canada.

Service in the CF is governed by three ethical principles upon which the military ethos is built.

- Serve Canada before self
- Obey and support lawful authority
- Respect the dignity of all persons

To serve Canada before self responds to the trust bestowed upon the profession by Canadians and sometimes calls for the highest degree of self-sacrifice. Obeying and supporting lawful authority is an extension of the Canadian respect for the rule of law that forms the basis

for the discipline and self-discipline central to the effective execution of the function of the profession of arms. Respecting the dignity of others is the foundation for the necessary trust and confidence between all members of the CF and that between the profession of arms and the society it protects.

CF members also embrace a set of military values and beliefs that ensure that they are prepared and capable to conduct the full range of military operations up to and including war fighting. These include such values as dedication to duty, care of subordinates and acceptance of the concept of unlimited liability.

Military HR Principles for the CF

The following human resource principles are an extension of the CF military values and are a means of promoting the CF military ethos within the scope of human resource practice. Just as the principles of war apply to all levels of operations, these HR principles apply at all levels of leadership, personnel policy development and application across the CF. The HR principles are not a formula or checklist to be followed, but are intended as guidance which defines how we in the CF deal with HR issues and how we look after our people.

Leadership Responsibility – *Leaders foster commitment from those they lead.*

A primary responsibility of leaders is to create and maintain commitment to the mission amongst those they lead. In doing this they are accountable to those that they lead, CF operational objectives and to Canadians as a whole. CF personnel policies will be designed

to support the exercise of sound leadership at all levels, to ensure that respect and dignity are accorded to all CF members, and to promote unit cohesion and esprit de corps within the CF. The vision, flexibility and adaptability of leadership are integral to the development and sustainment of an operationally effective CF culture.

People First – *The motivation, commitment and expertise of people are essential to the operational effectiveness of the CF.*

CF members have made a commitment beyond most other members of Canadian society. They expect and deserve competent leadership and trust that the personnel system will respond to their needs. Personnel policies and programs must be designed to enable leaders to develop and maintain the commitment, capabilities and well-being of their people, recognising that the value of people within the CF increases when they are effectively developed and employed with respect for individual attributes, aspirations and personal considerations.

Military Professionalism – *Members of the CF belong to a unique profession – the Profession of Arms.*

Military Professionalism is founded on the CF military ethos that guides the determined but ethical application of military capability to accomplish the Defence Mission. The development of military core competencies and a high level of expertise in the application of military knowledge and skills are essential to the profession. CF members must be willing and able to accept their responsibilities as Military Professionals, first and foremost. Shared acceptance of the military ethos generates and sustains loyalty among members.

Loyalty and Commitment – *Loyalty and commitment are founded on trust that leaders will look after the interests and well-being of those under their command.*

Loyalty is best described as comradeship that thrives on shared adventure and success among peers, subordinates and leaders. Loyalty and commitment make fear and risk tolerable. Professional and competent leaders demonstrate loyalty to those they lead, while those that they lead demonstrate loyalty to leadership at all levels. Shared loyalty and commitment are rewarded by operational excellence.

Well-Being and Morale – *The health, welfare and spiritual well-being of military personnel is essential to operational effectiveness and esprit de corps.*

Operational commanders ensure the morale of their unit personnel through sound operational planning and leadership. Personnel programs and services are developed to support leadership in their task of maintaining the morale of those they command and to ensure sustainability of operations in the areas of health and spiritual well-being. Organisational responsibility for the welfare of members and their families during times of operational commitment, in the event of injury or fatality of the member, or release of a member as a result of service-related injury, in particular, is an essential prerequisite for the professionalism and commitment of CF members.

Flexibility and Innovation – *Flexibility to adapt to changing and unique situations and the ability to proactively deal with the future underlies the optimum effectiveness of the CF.*

Flexibility and innovation are the key to the ability to effectively react to unforeseen events. Professional development, a philosophy of continuous improvement and effective communications are critical ingredients to innovation. The ability to deal proactively with the future environment allows the CF to exploit opportunities and avoid problems. Essential to a flexible and innovative CF are an effective governance system and processes that permit leaders to take decisive action based upon a reliable strategic HR planning capability.

Fairness and Equity – *The full contribution of all members must be appreciated and recognised to ensure their continued sense of value and commitment to the CF.*

The principle of fairness and equity is founded upon the acknowledgement of the dignity and worth of the individual. The development and application of policy recognises individual attributes, strengths and differences as well as facilitating timely response, transparency and active acknowledgement of the individual right to privacy.

Professional Development – *Professional development and an environment that promotes continuous learning increases the operational and strategic capacity of the organisation.*

The CF HR system provides a structured system of professional development and fosters an environment of accessible, continuous, life-long learning to create a mentally robust Force. Knowledge, know-how and the innovative ability of individual members provide the basis of continuous improvement within the organisation.

As a key component of professional development, initial training will orient new entrants to the military ethos and way of life and will progressively provide them with the necessary environmental skills. Once personnel are trained to perform individual tasks, emphasis will be placed on collective training to ensure that they can effectively apply their skills as part of an operational team.

Communication and Feedback –
Effective communications and feedback, both internal and external to the organisation, are essential to the integrity of the chain of command and the maintenance of morale.

The CF must adopt an aggressive, proactive approach toward our internal communications. Only by fully informing members of the CF of where we are and where we are going in terms

of personnel programs, can we hope to maintain their trust, foster high morale and create a sense of confidence in leadership and the organisation.

Broad communication is required to tap the knowledge of the organisation and external expertise, leading to informed decision making. Effective and timely communication is a key facilitator of meaningful feedback. A lack of appropriate consultation will hamper innovation and continuous improvement efforts.

Effective communication is required beyond the bounds of the CF. This broad outreach approach not only reinforces the relevance of the CF to Canadian interests, but also provides an opportunity to identify HR practices that are effective in other organisations and should be evaluated for compatibility with the CF military ethos. Communications must also extend to the Canadian public to demonstrate the relevance of the CF to Canadian society. ■



The CF Military HR System

General

A simplified view of the various human resource activities within the Canadian Forces is depicted in the model. The CF HR Military Group, in consultation with Environmental Commands and other managing authorities, has a responsibility to develop and implement HR policies and programs that ensure that a "competent, committed and professional" work force is available to successfully contribute to the accomplishment of the assigned operational mission.

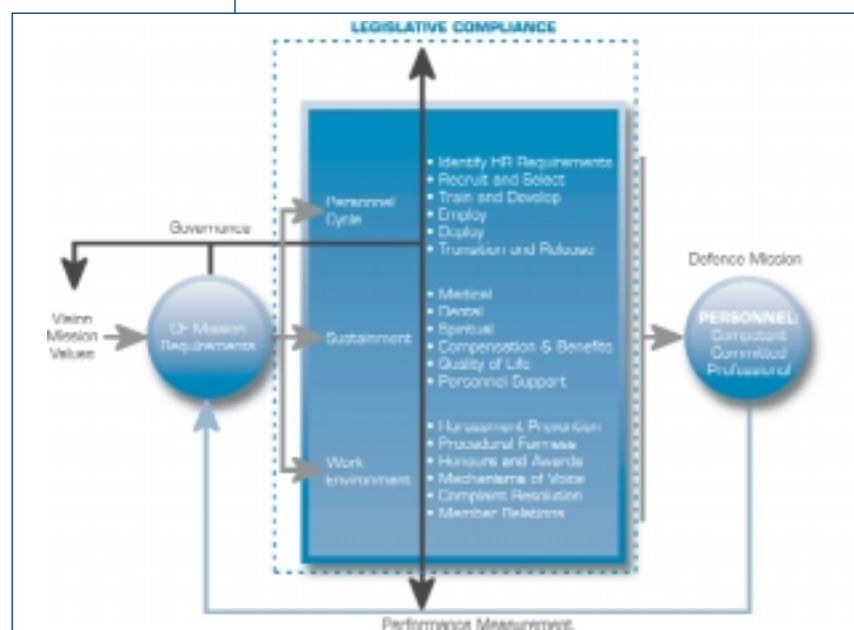
The various activities of the military HR system are captured within the three HR functions of the Personnel Cycle, Sustainment and the Work Environment. The Personnel Cycle captures the various activities that generate and then manage the personnel required to meet the needs of the Defence Mission. This begins with the identification of HR requirements and extends to the point when an individual member leaves the CF and re-enters civilian society.

Sustainment encompasses a range of services and activities that support and sustain the health and well-being of members to support military operations, and the well-being of their families. Finally, the Work Environment encompasses activities that ensure the maintenance of a productive, rewarding work environment through effective leadership, non-tangible rewards, and activities that reinforce justice within the organisation. All human resource activities are required to comply with applicable Canadian legislation.

Although specific HR activities may be viewed as falling under these three major functional areas, they must not be viewed as operating independently. HR functions are highly inter-dependent — a policy change in one area quickly impacts elsewhere within the system. For this reason strong linkages must be established between the discrete activities if the system is to be effective.

Governance

The HR governance function depicted in the model ensures coordination between HR system activities, maintaining a strategic direction that considers personnel requirements extending from the present to the distant future. Critically, the governance function aligns HR strategy with Defence strategy as an integral part of the CF governance process established by the Chief of Defence Staff (CDS). As a part of the



Capability Based Planning process, the HR governance process develops and executes the HR strategy to support the Defence Mission. The HR governance process must also be integrated with the Environmental Commands and other Capability Components to ensure that HR strategy and policies support all facets of the Defence Mission.

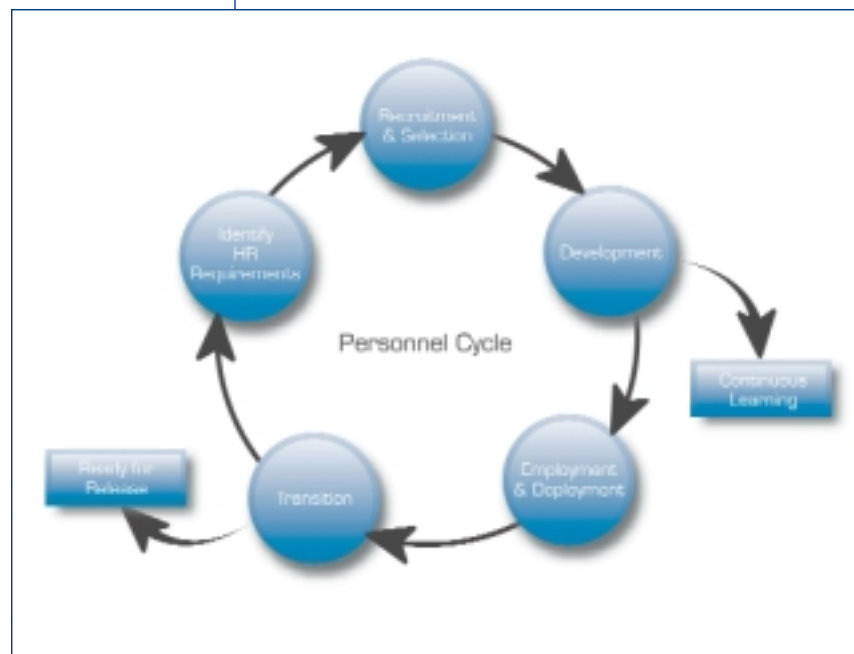
To be effective, performance measurement, research and analysis and effective information/knowledge management must support the decision-making process. Consultation must reach beyond the bounds of the CF and effectively tap external HR expertise to establish effective and appropriate benchmarks for the development of the CF Military HR System.

The committees that form the foundation of the Military HR governance structure are described in Annex A.

- Identify HR Requirements: Military Occupational Structure, Personnel Production Planning and Forecasting, and Occupational Analysis
- Recruiting and Selection: Attraction, Selection, Enrolment and Assignment
- Development: Initial Training, Occupational and Advanced Training and Education, Personal Development, and Environmental and Collective training
- Employment and Deployment: Postings, Performance Management, Occupation Transfer and Reassignment, Terms of Service and Promotion
- Transition: Personal Enhancement Program, Ready for Release (interface with Veterans Affairs Canada), Retirement, Component Transfer and Re-enrolment

The Personnel Cycle

The Personnel Cycle is comprised of the major HR activities involved in the process of meeting CF personnel requirements, from the initial identification of the need to the point in time when an individual "leaves" the CF. The major elements are depicted below. Each component part of the Personnel Cycle is in turn comprised of more discrete activities. The major components are:



Once a member has completed initial development in order to meet the requirements of initial occupational employment, a process of continuous learning is undertaken. Continuous learning includes the development necessary for future Employment and Deployment as well as professional and personal development.

Traditional views of a military career might identify this component of the Personnel Cycle as Release or Retirement. The label of Transition denotes a growing use of the options that have been developed within the Personnel Cycle. Transition highlights the potential for members to transfer to other components of the CF as well as to temporarily leave the CF and seek re-enrolment in the future. In each case the CF ensures the fitness of the member for release in regards to health and future employability.

Sustainment

Sustainment refers to the ability to implement HR services and activities that enhance and protect the health, well-being, and retention of members, and well-being of their families. Sustaining and supporting personnel and their families ensures that members retain the capacity and motivation to support the CF for the duration required for the achievement of its objectives. Thus, actively

supporting members is what improves the ability of the CF to maintain its operational capability.

In addition to health services support, and personnel support services, including replacements, sustainment activities seek to understand the demands and tempo of service for personnel and their families, and ensure balance between personal life, deployments, time away and workload. Also, central to sustainment activities is a compensation and benefits system that is competitive and fair, that motivates members, and that minimises the dissatisfiers that can lead to attrition.

Work Environment

The work environment comprises the non-tangible, human-relations activities that assist leadership to maintain a cohesive, motivated team. Leaders have the greatest impact upon the creation of a work environment that ensures that members are willing and able to contribute to organisational goals and objectives.

The major activities of the work environment include policies and programs that address Honours and Awards, Harassment Prevention, Procedural Fairness, Grievance Processes, Dispute Resolution and Official Languages. ■



Section Two: The Emerging Personnel Environment

Scenarios and the Strategic Planning Process

Strategic planning is more than a process of programming future plans. It is a highly innovative and widely integrated process of strategic thinking and strategy-making. An integral part of the planning process employed by ADM (HR-Mil) has been to challenge current perspectives, and encourage new ways of thinking, about the future of human resources in the Canadian Forces.

A scenarios planning approach was adopted, based on the realisation that developing and moving towards a compelling vision for the future of HR in the CF demands an understanding of the broad trends, and salient forces that have important implications for the future of human resources in the military. Thus, four different scenarios were developed that represent a series of plausible future changes — including, but not limited to social, technological, economic, environmental, and political changes — leading to four highly unique outcomes 20 years into the future.

These scenarios or alternative futures provide a means to think creatively and strategically about the future, and provide a context to develop new robust HR strategies and objectives. They are intended to inject in the strategic HR planning process a capacity for strategic thinking, and while representing plausible futures, by no means do they represent predictions for the future. It is also important to realise that the HR scenarios represent alternative futures, and are in no way similar to the eleven Force

Planning Scenarios that are used to convey the range of operations that the CF can reasonably expect to be engaged in for the near to mid-term. The scenarios are, however, an ideal tool for ensuring that HR strategic objectives will serve well regardless of the future we face. Beginning with what we know to be true (demographic projections, continued drive in technology, continued globalisation) the scenarios allow the strategic planner to take one step beyond what we know, to develop "plausible" futures from which to develop strong strategic HR objectives.

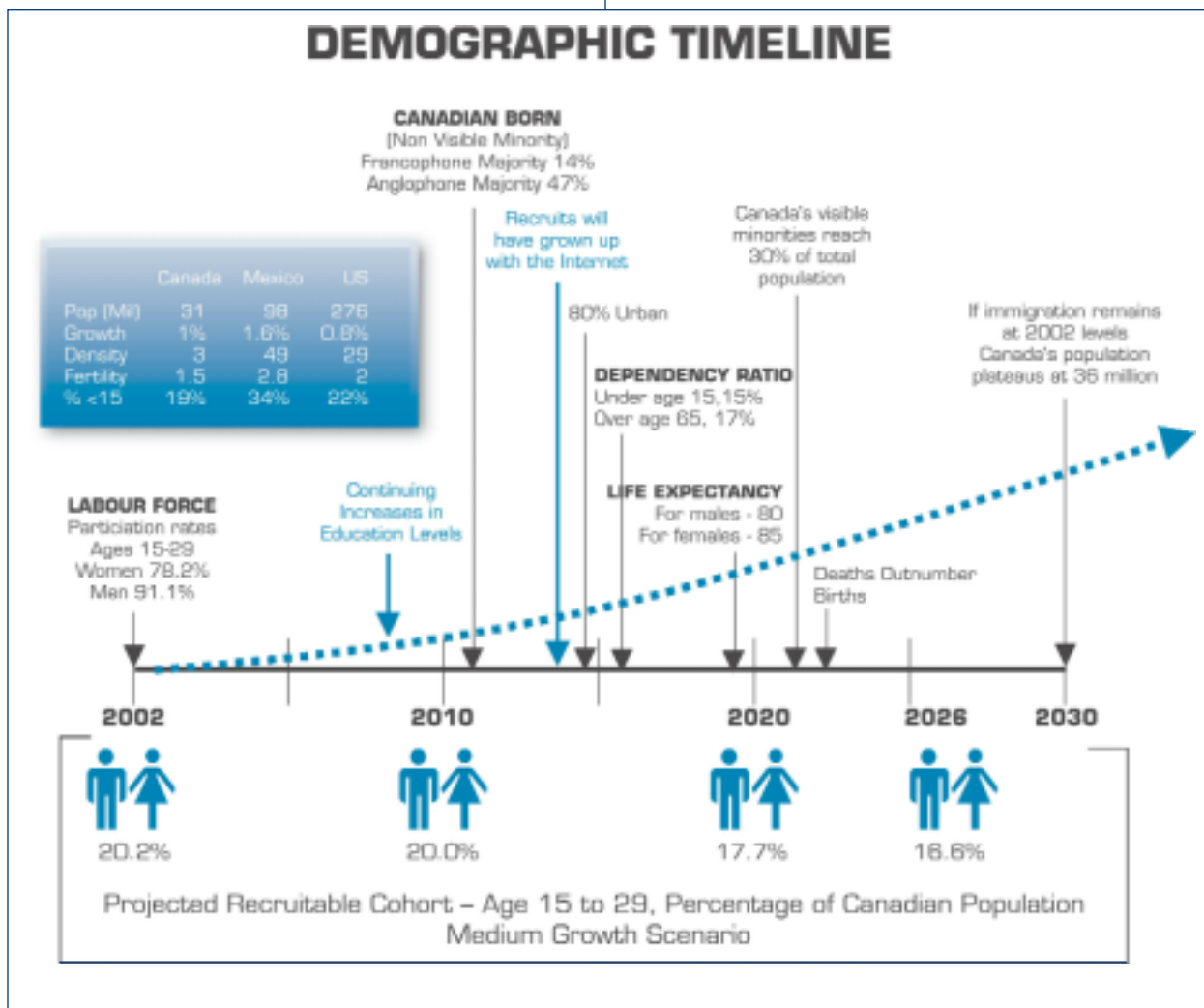
The Defence Mission of 2020 — "What We Know"

The Concept of Employment² for 2020 describes the Defence Mission within the possible geo-political contexts of the future. The CF is foreseen to support both Domestic and International operations, although the nature of operations will be significantly different. The complexities of the future security environment dictate that Canada be prepared to participate in a wide range of operations of varying levels of intensity. Increasingly, success will require the integration of core single-service capabilities into joint and combined forces tailored to address specific situations and objectives. There are clear trade-offs to be considered. Relief and Humanitarian Operations call for large numbers of personnel with generic skill sets while High Intensity Operations call for large numbers of personnel with mission specific skill sets suitable for combat-trained teams.

2 The Concept of Employment is described in the "Capability-Based Planning for the Department of Defence and the Canadian Forces" report that was produced by Director Defence Analysis (DDA).

Within the Domestic environment, and in light of the tragic events of 11 September 2001, the CF must establish and maintain both unique and complementary capabilities to respond appropriately to nuclear, biological, chemical, cyber and/or terrorist incidents and be able to deploy these capabilities anywhere in Canada. No one government department is entirely responsible for domestic security. Diverse cultures, competing interests and differing organisational priorities must therefore be welded together and efforts co-ordinated within the domestic security

domain. Typically, organisations lack the structure and resources to support extensive liaison cells or integrative technology. In this environment and in the absence of formal command relationships, the CF must be proactive in improving communications, planning, interoperability, and liaison with potential other government departments and non government organisation partners. Clearly, a cohesive inter-departmental and inter-agency response effort is vital to dealing with various contingencies.



Following from this future view of the operational employment of the Canadian Forces, a number of common underlying factors lead to the plausible human resource futures for 2020. Foremost amongst these common factors are:

- Continued globalisation pushing the boundaries of culture and family with pressure from exposure to new ideas, capabilities, products and services, the spread of liberal values and an increasing need for and development of institutions of global governance
- Technology will drive social and radical organisational change, will push the bounds of what it means to be human, shape the new knowledge and networked economy by increasing reliance on the efficiencies and choice that a free market approach brings, with increasing emphasis on the valuation of intangibles and as a consequence increased market volatility and turbulence

From What We Know to "What is Plausible"

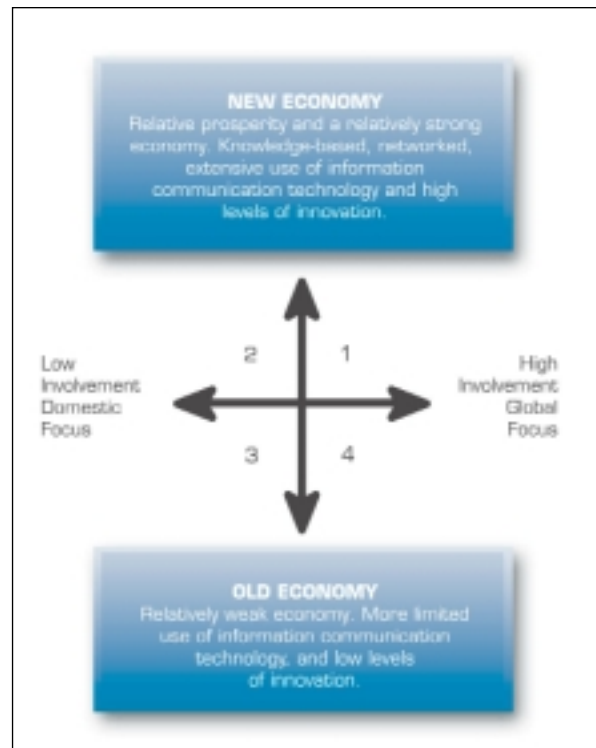
Combinations of these and other factors, such as demographic projections as shown in the Demographic Timeline figure, were used to develop the following four human resource scenarios for 2020, which are presented in a condensed format. The prevailing characteristics of the four scenarios are best understood by referring to the figure (below). For example, scenario 1 is a description of the human resource scenario in a Canada that stems from a globally networked economy, supported by advanced technology. In this scenario Canadian society supports a high level of international involvement as well as domestic security roles for the Canadian Forces.

Underlying these scenarios are a number of key assumptions, including:

- The Total Force Concept
- A Regular Force component of between 55,000 and 75,000 members
- Multi-Purpose Combat Capable

Scenario 1

In this scenario the world has become increasingly unstable sparked by frequent and violent conflict. Weapons proliferation has increased, and terrorism remains a looming spectre for all nations. Canada can best be characterised as a fast-paced, globally oriented, and technologically engaged society that enjoys relative economic prosperity. The CF maintains international peacekeeping as well as domestic security roles in an environment of full integration with other government departments and non-government organisations. High levels of operational and personnel tempo prevail.



In this environment there is a greater proportion of younger Canadians who are technologically oriented, however global and domestic competition are extremely strong and challenge the CF capability to recruit and retain skilled members. Highly skilled people are opportunity seeking and because of the competitive recruiting environment are able to seek out positions that will provide personal and professional development rather than job security. Canadians place a high value on their own personal well-being, a balance between work and personal life, and possess multiple allegiances and loyalties. Employees demand a high level of personal welfare, autonomy and flexibility from organisations to suit their individual tastes, circumstances and desires.

The capability to keep pace with the Revolution in Military Affairs (RMA) and remain interoperable is high and the effects of rapid innovation and advance in science and technology make obsolete equipment a persistent reality and the CF must respond by encouraging continuous learning and establishing partnerships not only with the educational system but with industry.

In a Canadian society that highly values egalitarianism and has developed liberal attitudes that are open to all forms of difference (e.g., gay rights, new definitions of family) most organisations are the embodiment of "strength in diversity".

Many Canadians are less willing to conform, reject authority and are distrustful of big business and government. Organisations are flatter and less hierarchical to better manage the rapid pace of change and in most organisations decision-making authority is devolved to take advantage of the many opportunities that exist.

Scenario 2

In this scenario a more stable world has been realised. Terrorism is still a factor, but inter-state conflict is remote and handled by regional coalitions, such as the European Union. Although the CF maintains a capability for international peace-keeping roles, there is a focus upon domestic security and maintaining high levels of interoperability with the US. In all other respects, however, this scenario resembles scenario 1. Canada can be characterised as a fast-paced and technologically engaged society that enjoys relative economic prosperity. As in scenario 1, there is full integration with other government departments and non-government organisations. The primary difference between the two scenarios is Canada's focus on integrated domestic security and a substantial decrease in operational tempo.

This scenario offers much the same challenges to recruitment, retention and professional development as are presented in scenario 1. However, Canadian values reflect an isolationist/regional perspective and careerism is a more salient issue.

Scenario 3

As in scenario 2, in this scenario a more stable world has been realised. Terrorism is still a factor, but inter-state conflict is remote and handled by regional coalitions, such as the European Union. Canada however has embraced a tighter integration into North America. Canada is characterised as a technologically challenged society that suffers from a relatively weak economy. As a result, Canadian emphasis is upon domestic security roles and very limited global involvement, in an environment of incomplete integration with other government departments and non-government organisations. The domestic focus produces

lower levels of operational and personnel tempo. Closer integration in a North American union has resulted in increased emphasis and reliance on the Reserves (part-time). The weak economy and low involvement has also contributed to an integration of the reserves (part-time) into a wider social support framework for the low-skilled and unemployed work force.

Scenario 4

As in scenario 1, the world has become increasingly unstable sparked by frequent and violent conflict. Weapons proliferation has increased, and terrorism remains a looming spectre for all nations. Canada can best be characterised as a globally oriented and technologically challenged society that suffers from a relatively weak economy. The CF struggles to maintain international peace-keeping as well as domestic security roles in an environment of incomplete integration with other government departments and non-government organisations. High levels of operational and personnel tempo prevail.

Public institutions have limited resources and lack the flexibility to adapt to technological change. As a result, research spending is low. The capability to keep pace with RMA and remain interoperable is very low, hindered not only by a lack of ability to acquire new technologies, but by a reduced research capability to develop the appropriate doctrine and concepts to effectively use new technologies. This is further aggravated by an inability to retain sufficient knowledge workers, who once recruited are discouraged by high operational tempo and a limited ability to work in an innovative high-tech environment.

The impact of the weak economy has brought the reality of downsizing to Canadians. As the prominence of bureaucracy impedes change, organisational downsizing becomes the norm.

Employees value job security, and express loyalty to organisations by virtue of necessity, to the extent of enduring dangerous levels of operational and personnel tempo.

Canadians have a strong sense of pride, and national institutions and symbols are valued. People are increasingly anchored by religion, spirituality and traditional values. This environment presents a highly favourable recruiting climate for unskilled workers but the availability of knowledge workers is low in the Canadian population. Retention of highly skilled personnel is a severe problem. Those with knowledge and skills move between organisations freely to realise opportunities.

Scenario three has more of a domestic focus, while scenario four is still heavily involved globally. The salient difference is that scenario three sees a general integration into a US determined military structure and a split among Canadians between those who support humanistic ideals, like racial and gender equality, and those who adopt an isolationist/regional stance.

From Scenarios to Strategy

The aim of evaluating the emerging personnel environment is not to predict the future but to identify a range of plausible alternative futures. A robust human resource strategy can then be developed that can best meet the full range of plausible alternatives. The preceding scenarios have been generated for the purposes of strategic planning only and in no way reflect predictions. Rather, the scenarios are a series of plausible futures with which to test current strategic HR objectives and the human resource strategy. The next section provides details of 12 strategic HR objectives and human resource strategy, which are then measured against the scenarios developed above. ■

Section Three: Human Resource Strategy

Strategic guidance must be agile and responsive to changes in the environment, while providing consistent direction for effectively addressing the major strategic issues that we face. The following strategic human resource objectives provide the first level of that guidance and they pertain to the entire CF HR system. In other words, they guide the development of HR policy and strategic HR activities in HR Mil.

Leadership

Develop and integrate at all levels of leadership a Defence culture of professionalism sustaining: critical thinking; empowered responsibility and accountability balanced with intelligent risk-taking; innovation based on knowledge, expertise and experience; an appropriate repertoire of leadership tools and styles; and the capacity to motivate people and generate trust and confidence.

Strategic Plan

The CF will make timely decisions and take effective proactive action to address a continuously changing human resource environment. Such decisions and actions will be based upon the CF capacity to conduct strategic analysis, strategic planning and facilitate strategy development within the organisation. Inherent to this process is the continuous analysis of internal and external, Canadian and international, demographic, economic, social, security and broader cultural environments. The establishment and continuous improvement

of measurement frameworks, the integration of strategic HR planning with capability based planning, and a strategic HR investment policy will provide the CF with the strategic capability required to anticipate and address future human resource challenges.

Culture

The CF HR strategy seeks the active inclusion of all Canadians through respect for the dignity and rights of individuals. A military ethos that is relevant to both the military imperative and Canadian society and is accountable to that society in the conduct of military operations provides the foundation and vision for the CF. Leadership in the CF accepts accountability for developing and fostering an open and positive culture that is responsive to relevant change within Canadian society.

Communication

In an era of continuous and instantaneous flow of information, CF HR communications in 2020 will be readily and rapidly accessible to all, and integrated within a broader CF communications strategy. This will require a communications strategy that provides relevant and accurate information efficiently and quickly to all members of the CF and outside, while balancing privacy and security. This networked strategy will integrate methods for soliciting and managing feedback, evaluating effectiveness, and facilitating open and timely communication internal and external to the CF.

Consultation

To be effective the CF must incorporate a consultative process within its structure and culture. Ongoing consultation with a wide network of stakeholders will be the foundation of a transparent HR framework. Through networked communities of practice and mechanisms for feedback, and using relevant tools and technology, the CF will actively seek input and share information with all stakeholders, internal and external. Consultation will be speedy, timely, and conducted in a transparent way such that people will see the process at work and better understand how and why decisions were made.

Retention

In order to retain the right number of motivated and qualified people, the CF will engage in systematic, planned and co-ordinated retention strategies. The CF of 2020 will be an environment conducive to retention under a fully integrated HR framework that balances individual and organisational interests. Strategies must be integrated across the board and developed and implemented in an open and transparent way. They will include all necessary programs and incentives to ensure that the right personnel are engaged within the organisation and are committed to the operational mission.

Meeting our Retention objective is dependent upon meeting our objective in Transition. CF members' commitment to the organisation will be enhanced when transition policies allow for increased flexibility of career through the MOC structure, and when movement is facilitated between components of the Defence Team.

Recruitment

The CF will require the right number of motivated and qualified people to ensure integrity of operations on behalf of Canadian society, and further recognises that the active inclusion of a diverse representation of Canadians is an integrated component of this goal. CF recruitment is sustained by images of an organisation that: is relevant to individuals and communities in Canadian society; solicits membership based upon valid, reliable, transparent and defensible military requirements (both current and projected); and maintains continuous contact with Canadians through competent, professional recruiting staff and the use of the most relevant media options available.

Professional Development

Professional development is a core component of a competent and expert CF. Professional development must be flexible, agile, customisable, accredited and offered in the member's preferred official language. In addition, it must be accessible to all CF members, of high quality, and tailored to suit the needs of individuals while balancing the needs of the organisation. The corporate culture must be one that reflects the importance of a learning organisation through the encouragement and promotion of professional development among its people.

Transition

The commitment of the CF to its members and their families extends to various stages of a CF career, including the facilitation of recruitment, entry, retention, component transfer and post employment transition.

Programs will be delivered in an integrated, centrally co-ordinated and managed fashion. These programs will be suited to the needs of the person concerned and will be as inclusive and expansive as resources permit. Transition will be seen as part of a more flexible career pattern, including policies and programs that facilitate re-entry where appropriate. These programs will be co-ordinated with a wide range of partners within the public and private sectors.

Transition will support member choices and ensure post-employability by fostering partnerships and encouraging personal development. Underscoring transition programs is the belief that people should feel positively about the CF even if they do not intend to return, as these people become ambassadors of the organisation. Members who undergo the post-employment transition must feel that the organisation is looking after, and looking out for them.

Health

The CF is committed to actively ensuring the physical and mental health of its members. The CF health services system will have the capacity to ensure continuity and consistency of high quality care, along with a sound philosophy of prevention. The health care system will reflect accessibility, universality, affordability and portability. This system will balance the rights of the member with CF operational needs, provide access to state of the art medical technology and procedures, while respecting Canadian social values and medical/dental ethics. In addition to the provision of health care services for CF members, the CF recognises that it has an important role to play in fostering appropriate programs, policies and services to facilitate access to appropriate health care services for the families of serving members.

Well-Being

The CF recognises that it has shared responsibility with serving members for the well-being of members and their families in exchange for the commitment and contributions that they make to CF operations and the Defence mission overall. The CF is committed to the continuous examination and monitoring of issues impacting on member well-being with a view towards establishing and sustaining a culture of responsiveness to the values and priorities of its members. In achieving this goal the CF strives to provide flexible career options and a competitive combination of benefits and non-financial honours, awards, and recognition. The ability of such initiatives to respond to the needs of members by addressing issues impacting the well-being of themselves and their families, including an optimum balance of work and personal life, is fundamental to the positioning of the CF as a career of choice for Canadians.

Within the context of Canadian values the CF culture will support policy options and practices that instil confidence in its members. As much as possible, and subject to service requirements, individual circumstances and aspirations will be considered and respected, including special consideration for members and families faced with casualty and operational separations.

HR Systems

Effective and efficient HR management must continually strive for improvement and adapt to the changing demands of the people and the organisation it serves.

HR systems reform must be balanced, taking into account the needs of the people and the

needs and mission of all components of the organisation. The HR system of 2020 will be fully integrated across the organisation, centrally co-ordinated and continuously monitored through a comprehensive performance measurement framework.

The system will be integrated and developed in a co-ordinated manner that moves towards decentralisation and recognises tolerable differences based on environment and context. An adaptable, dynamic and transparent system will be accountable and accessible. People must have mechanisms for voice, and must be informed of the decisions taken and the reasons behind those decisions. Full use will be made of technology to offer one stop complete access to all policies and programs under the Enterprise approach. A centralised IM Group will be responsible for developing and delivering the IM/IT capability by optimizing solutions at the Departmental level.

In order to maintain an effective HR management system, members must be trained and developed in the HR field, such that they can both understand and implement human resources theories and practices.

Evaluating the Strategic HR Objectives

The strategic objectives were rated, against all four plausible future scenarios during a HR Mil strategic planning session in April 2002. The results of the evaluation are presented in the following table.

All scenarios were rated as at least effective as indicated in the accompanying figure. Not surprisingly, the pattern of rating does identify Scenario 3 (low involvement, domestic focus, weak economy) as the most challenging of the four scenarios for the CF HR system. The challenges identified with Scenario 3 highlighted that as result of attaining the strategic objectives, the CF would be more than prepared for HR concerns arising within the context of the scenario. Scenarios 3 and 4 were again identified as leading to potential difficulties related to the adequacy and ability of resourcing the strategic HR objectives within the context of a low innovative-old economy framework.

HR 2020 strategic objectives' direct linkage to the strategic objectives found in Defence Strategy 2020 is indicated in the accompanying

SCENARIOS STRATEGIC OBJECTIVE	1	2	3	4
Leadership	■	■	⌘	●
Culture	■	■	⌘	●
Communication	■	■	⌘	⌘
Consultation	■	■	⌘	●
Retention	■	■	●	●
Recruitment	■	■	⌘	⌘
Professional Development	■	■	⌘	⌘
Transition	■	■	⌘	●
Health	■	■	●	■
Well-Being	■	■	●	●
HR Systems	■	■	⌘	⌘

RATING CODES

4 to 3.5 = ■ 3.4 to 3.0 = ● 2.9 to 2.5 = ⌘
 4 = Very Effective; 3 = Effective; 2 = Ineffective; 1 = Very Ineffective

STRATEGY 2020 CORE OBJECTIVE								
	Career Of Choice	Decisive Leaders	Innovative Path	Resource Stewardship	Globally Deployable	Inter-Operable	Modernize	Strategic Partnership
HR 2020 CORE OBJECTIVES	Leadership							
	Culture							
	Communications							
	Consultation							
	Retention							
	Recruitment							
	Professional Development							
	Transition							
	Health Care							
	Well-Being							
	HR System							

figure. For example, through initiatives such as Officer Professional Development 2020 and NCM Professional Development 2020, the strategic HR **Leadership** objective contributes to a number of the Defence Strategy 2020 core

objectives. The same is true for the remaining HR2020 strategic objectives. Several examples of current HR initiatives and their linkages to the HR2020 strategic objectives can be found in Section 4 of this document. ■

Section Four: Strategy to Action

Leadership

The future leaders of the CF must be developed to operate in an environment characterised by unpredictable, radical change that blurs the boundaries between military and domestic operations and national and international commitment. To be effective all leaders must be innovative, proactive and possessed of the highest moral and intellectual qualities.

The increasing education and development of all ranks within the CF combined with a flattening of the organisational structure and a networked approach to business, requires a changing perspective of the leadership team. The new workforce composition of the CF is educated and highly talented and leaders must expand their leadership competencies to include a more transactional style.

In the near and mid-term we are progressing toward our leadership objective through the establishment of the Canadian Forces Leadership Institute, Officership 2020, and NCM Corps 2020. Through these initiatives we will identify our leadership requirements for the future and develop the roadmap to achieve our goals.

Strategic Plan

The foundation of this objective is the continuing development of an integrated, multi-horizon human resource strategic planning capability. The human resource planning process must be integrated with Defence planning processes, and co-ordinated with the HR planning process-

es of the Environmental Commands and other Group Principals. Planning must also address issues bridging the present with the distant future. The planning process must be supported by a strong research and analysis capability that identifies key human resource trends internal and external to the CF. This document and the continued development of the HR strategy process moves toward this objective.

Culture

We must foster a culture that ensures the integrity of the profession of arms, promotes the development of effective leaders, encourages life-long learning, supports innovation, understands and promotes diversity and provides the foundation for a strong officer/NCM leadership team. The central initiatives that are identifying future requirements and developing the way ahead are the Profession of Arms Manual, the CF culture project and the Chief of the Land Staff Army culture project.

Communications

We must ensure that a continuous, effective internal communications network is established. Near term examples include efforts such as the ADM HR Websites, the HR Report and People in Defence: Beyond 2000. We must continually improve the effectiveness of our internal communications strategy to ensure that all members are aware of HR issues.

We must also maintain an effective strategy for external communications. This cannot be

achieved in isolation. The Departmental Performance Measurement Framework (PMF) is the current framework designed to assist strategic-level decision-making and provide a basis for communicating Departmental results to Canadians in a variety of mandated publications. We must ensure that the CF HR communication strategy will be an integral part of the Departmental communications strategy.

Consultation

We must maintain an effective consultation process that shares expertise within the department, nationally and internationally. Examples of such consultation include the Human Resource Advisory Board (HRAB), the Conference Board of Canada, The Technical Co-operation Panel and the Education Advisory Board.

Retention

Many of the components of the retention strategy are included in the other themes of well-being, professional development, leadership and communication. Key to the strategy are initiatives that strengthen the social contract. Besides living up to our obligations to provide fair pay and tangible benefits, security, equitable treatment and support, retention is to be seen as a leadership responsibility consistent with building a retention culture. The CF is developing recruitment and retention strategies that will position a military career as a profession of choice. The Retention Strategy Tracking Plan will support the successful sustainment of our retention strategies and contribute to the overall communication and accountability efforts. In an effort to continue the retention strategy the CF will:

- Develop flexible terms of service and employ contemporary work practices to meet a broader range of organisational and personal needs and to attract and retain "skilled" workers based upon Canadian demographic trends
- Create career fields that enhance career flexibility through transition assistance and choice, and enable the rotation of personnel, providing respite from operational tempo and access to developmental opportunities
- Improve participation in employment and career decisions while improving the match between personal aspirations and employment. This could involve advertising available positions and inviting internal application based upon a merit system
- Maintain policies to ensure a harassment free environment with regard to personal differences with continued emphasis on diversity of all forms
- Develop fair and effective performance evaluation procedures that motivate, provide performance feedback and developmental opportunities, that apply at the individual and team level
- Maintain effective mechanisms of voice and conflict resolution processes that resolve issues at the lowest level and offer efficient recourse to those who believe they have been treated unfairly. Communications between members and process administrators will be ongoing throughout the course of action as issues are being addressed
- Provide members with adequate spiritual, medical, dental, social and other support in times of both war and peace

- Develop policies that support military families as an essential contribution to operational effectiveness and the maintenance of morale. Special effort will be taken to ensure the support and care of military families during operational deployments and the re-integration of personnel after deployments
- Recognise the value of exceptional performance through a system of commendations, honours and awards, the significance of which must be clearly recognised and viewed with credibility

Initiatives such as the Terms of Service Review Project, the Reserve Force Employment Project and the Universality of Service Review provide incentives for retaining the best people the country has to offer.

Recruitment

The Recruitment Strategy is a major initiative to correct critical shortages in the near and mid-term. The critical elements of the strategy are:

- Improved advertising and attraction by "branding" the CF as an "employer of choice" and targeted attraction to critically short occupations
- Increased internal communications to serving members
- Establishment of effective relationships and partnerships with educational institutions and guidance counsellors
- Use of recruiting incentives on a selective basis to improve attraction into critically short occupations
- Use of the full range of entry programs, including the use of component transfer,

occupational transfer and an increased use of programs that recognise civilian skills and training to reduce training requirements

- Improved efficiency of recruiting procedures and improved basic training that reduces training losses
- Focus on a diverse applicant pool

Professional Development

The CF recognises the need to provide an organisation where continuous learning is encouraged and promoted and the learner is motivated to continually upgrade their skill and knowledge. The introduction of post-secondary learning objectives in Officer Professional Military Education (OPME) and the harmonization of OPME with the RMC Core Curriculum are clear indications of the new standards. The initiatives embodied in the Defence Learning Network and the Personal Enhancement Program support the shift towards becoming a learning organisation with an embedded learning culture. The CF will also:

- Adopt a "just in time" training philosophy focusing upon the orientation of new entrants to the CF military ethos and the development of team-work and cohesion
- Provide personal and professional development opportunities in a manner that permits individual choice and a degree of autonomy. Education policy will emphasize the shared responsibility between the member and the Canadian Forces
- Develop a CF educational system that delivers programs at the post secondary level, which are comparable to Canadian provincial education systems

- Develop multiple paths towards the achievement of professional development objectives. These paths include: recognition for prior learning, accreditation for in-service learning, modularization of programs, the establishment of broader equivalencies between academic and in service programs, and distributed learning as means to complement or replace existing training and development strategies
- Develop a means to forecast future skills in conjunction with concept development and experimentation and develop or identify means to access or deliver such training in a proactive fashion

Nurturing the attributes and capabilities required of Canadian military personnel is the responsibility of the Canadian Forces Professional Development (CF PD) system. The imperatives of the 21st century require an officer and NCM corps more capable than ever of thinking critically and managing change. CF PD promotes the intellectual development of CF members while continuing to enhance the skills, knowledge and attitudes essential to the military profession. Education, by providing new knowledge and sharpened mental skills, is the foundation for innovation and judgement.

CF PD will require:

- An expansion and deepening of the CF's common body of knowledge to address the anticipated complexity of future military operations
- Broadening the equivalencies between in-service and external training and education opportunities
- Encouragement and support for CF members to apply their learning to improve their performance

The CF recognizes that the knowledge, skills and attitudes that sustain professional military performance need to be formed through a continuous learning experience that combines training, education, work experience and self-development. The focus of professional development, while sharing many common elements, evolves with each developmental period in an officer's or NCM's career and between different environments and occupations.

Education

Comprehensive knowledge and intellectual capability are the hallmark of all professions. The CF is therefore committed to promoting the intellectual development of its officer and NCM corps. Formal education, either through in-service courses or at academic institutions, is an important tool in providing the professional knowledge and in developing intellectual skills that sustain military capability.

The levels of formal education encouraged for CF officers are:

An undergraduate degree, which is normally a prerequisite for commissioning as an officer in the Regular Force (except for commissioning from the ranks) and for promotion to Major in the Primary Reserve Force; and

An advanced degree will normally be required for the rank of Colonel or Captain (N) in the Regular Force.

Effort will be made to allow NCMs to continuously add to their educational level. The CF must also commit itself to cultivating professional relations with a broad range of education institutions, whose programs impact upon the profession of arms. In parallel with this,

it is critical that the CF expand its professional relations with recognized allied academic institutions.

Work Experience

The workplace is an important learning environment. Work experience, be it a staff appointment or operations, tests a member's capabilities and hones their professional skills. It is therefore incumbent upon every CF leader to promote a healthy learning culture within their organization.

Work for CF members shall be structured to provide varied and, where possible, progressive experiences for its members. Every effort will be made to provide CF members with a career that will develop their full professional potential. Career progression within the CF will be based on CF needs and individual member's merit, potential and objectives. Individual members of the CF will be given opportunities to express and coordinate their personal professional development objectives. Past performance and a demonstrated commitment to professional development will be factors in such considerations.

A number of CF personnel will be selected for duties outside of the CF, with allied military forces, Canadian government departments and within Canadian Industry.

Self-Development

Self-development is an important element of PD. Self-development therefore will be actively encouraged. Supporting self-development is the shared responsibility of individual CF members and their superiors. Consequently, the CF is committed to providing, where practicable, a measure of time and resources to CF members to undertake self-initiated PD.

The establishment of the Canadian Defence Academy is the cornerstone of the professional development objective. Other programs such as the Personnel Enhancement Program and the Defence Learning Network confirm the CF's commitment towards developing a career long learning organisation.

Transition

Transition is an important time for CF members be it from one posting to another, reserve to regular force, or upon retirement from the CF. Taking care of members does not end when the member leaves the Forces. If a member is released due to injury, that member will receive care beyond release. For those that are retiring, the CF is currently piloting the Ready for Release program to ease members back into civilian life. In addition, the CF has developed closer ties with Veterans Affairs Canada so that members continue to receive services.

The CF will create a seamless environment for transfer between elements of the Defence Team and optimise opportunities for transfer between occupations and components in order to provide developmental opportunities to serving members and to resolve critical shortfalls within the organisation.

The Department will provide career-long transition assistance to all members of the CF in recognition of their service to Canada, to honour the social contract, and to give them confidence in their future thereby encouraging retention.

The CF will view transition from a "life-cycle" approach and encourage transition to other elements of the Defence Team to resolve critical shortfalls. In addition, the CF will maximise the transferability of pensions in support of seamless transition philosophy.

Health

The provision of, and access to, health care is central to the sustainment of operations and the well-being of members and their families. Future health services must improve the mitigation of preventable diseases. This is especially true in an environment of reduced health spending and reduced public access to medical services. The near and mid-term initiatives that move us toward our objective fall under Rx 2000.

Well-Being

The critical requirement to ensure the well-being of our members and their families was highlighted by the SCONDVA report that emphasised the need to create a comprehensive HR program that is integrated, comprehensive, transparent and understandable by all members. To address these concerns the Directorate of Quality of Life was established to develop and implement Quality of Life initiatives and to address key concerns around high operational and personnel tempo.

- As a fair and equitable employer the CF will provide a financial compensation package that provides members a reasonable standard of living in relation to other Canadians. This package adequately recognises service to Canada while balancing the benefit to military members with the cost to the Government
- Other elements of the well-being program include initiatives by the Chaplaincy to provide religious and spiritual support to CF members and military families. Enhancement of Chapel outreach and support will allow members to gain the assistance they require, in a fashion that supports the growing diversity of beliefs within Canadian society and the CF

- The CF Personnel Support Agency has developed programs and policies that support military families as an essential contribution to operational effectiveness and the maintenance of morale. Special effort will be taken to ensure the support to military families during operational deployments, and opportunities for maintenance of family integrity will be maximised
- Crucial to the well-being of members is the adoption of a philosophy of active inclusiveness whereby individual differences are accommodated in a proactive manner
- Care for the injured is a key component of member well-being. The DND/Veterans Affairs Canada Centre for the Support of Injured and Retired Members and their Families was opened in 1999. It provides information, referral, and VAC pension assistance support to serving and former CF members (Regular and Reserve), their families and survivors of deceased CF members. Leadership course content is in the process of being changed to ensure that proper training is given with respect to the care of injured personnel

Ongoing initiatives such as the CF Housing Accommodation project, the Spousal Employment Policy, the Human Dimensions of Operations Study are aimed at ensuring the well-being of today's as well as tomorrow's members and their families.

HR Systems

Governance is the key to developing, maintaining and executing an integrated HR strategy. Decision-making must be informed by research and modelling, augmented by an effective performance measurement and consultation process.

The DND Human Resources Management System (HRMS) must be modernised to reflect the Enterprise Approach to centralised IM/IT management and delivery. The HRMS must provide a HR inventory to support succession planning and postings across the entire CF. The HRMS should support administrative, transactional and analytical requirements for all currently serving and retired members, in all components, and must support mobilisation. The HRMS supplements an effective "knowledge management system".

We must strive to provide professional HR service with an "integrated operational focus". Human resources training and certification programs must be available to all personnel employed in a HR role. To be effective, the HRMS must have experts in the HR field that can both understand and implement human resources theories and practices.

Performance Measurement – A Tool for Ensuring Success

A very effective form of assessment for the CF, and a key to ensuring the success of achieving our strategic HR objectives is performance measurement. The CF will design and enact a number of performance measures as a means to ensure the success of our HR policies and programs. Performance measurement is a means of ensuring that the direction, efforts and results of the organization are in alignment with our strategic HR objectives through providing feedback to determine whether our initiatives and activities are achieving their aims at the lowest level; which feeds into the overall success or failure of CF/DND objectives.

Through monitoring the performance of HR activities at regular intervals (using a variety of measures such as surveys, benchmarking, impact assessments, and program evaluations), we enable ourselves to re-align our activities in order to achieve the best possible outcome that will come closer to meeting our strategic HR objectives and prevent activities from becoming too far off target. ■

The Investment Strategy

It is difficult to implement a multi year strategic program of HR change that is funded on an annual basis. For this reason an investment strategy was developed to make what would be an otherwise impossible task achievable. The vehicle for the HR investment strategy is the Long Term Capability Plan – Human Resource (LTCP- HR). The LTCP (HR) is a corporate strategy, which encompasses the major HR requirements of the Environmental Commands in addition to CF wide initiatives created by ADM (HR-Mil) for the CF as a whole. The plan identifies required resources to achieve the HR strategy out ten years in the future. The LTCP-HR was first developed and implemented in FY 2000/2001 and as such may undergo continuing refinement in the years to come. The present version of the LTCP-HR organises programs and activities into four components as illustrated in the figure presented below. The LTCP-HR components are:

- Force Structure and Capability
- Operational Effectiveness
- Development /Training
- Management and Communication

The current LTCP-HR investment forecast is updated annually and includes the investment required to implement initiatives within all four LTCP-HR components. Both non-recurring and recurring funding are identified.

LTCP-HR Components

The content of the components is best described as follows:

- Operational Effectiveness – Health Care Reforms
- Force Structure and Capability - Recruiting and retention related initiatives including terms of service and occupational structure
- Development /Training – All development and training initiatives including education
- Management and Communication – HR Systems Reform

Further detail on the LTCP(HR) is contained at Annex B. Milestones for major initiatives in the current investment strategy are contained in Annex D. ■



Conclusion

Maintaining An Integrated Human Resource Strategy



term (the present to 5 years in the future) strategy of the Canadian Forces.

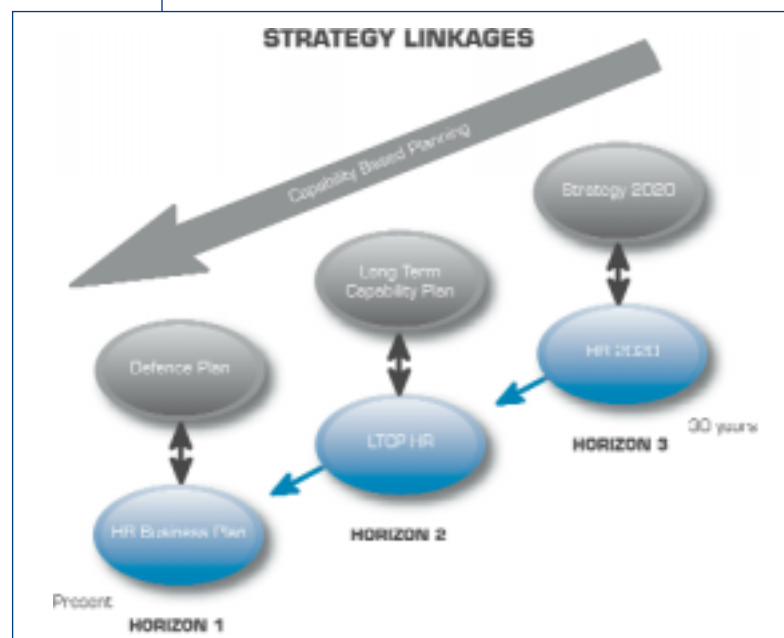
The integration of the Human Resource strategy process with the Canadian Forces planning process is illustrated in the figure. This document has provided core strategic HR objectives that elaborate on the core objectives of Defence Strategy 2020 based upon an assessment of future HR scenarios.

Just as other Long Term Capability Plans focus attention on the mid- to long-term planning horizon, the Long Term Capability Plan for Human Resources identifies mid-term investment strategies that address mid-term actions that move Human Resources in a direction consistent with HR 2020.

The foundation of a dynamic, agile strategy lies in the establishment of an effective process that:

- Provides a view across all planning horizons
- Integrates planning
- Encourages creative thought
- Identifies the vital ground

Defence Strategy 2020 addressed the long-range planning horizon 10-30 years into the future while Long Term Capability Plans generally address the mid-range planning horizon (5-15 years in the future). The Defence Plan is then the near-



Finally, the Human Resource Business Plan leads to the immediate application of resources to achieve near-term actions that ultimately lead to the achievement of mid and longer-term goals.

The publication of the Strategic Capability Planning for the CF (SCP) paper in June 2000 signalled the adoption of a new, capability based approach to planning in DND/CF. Since then efforts to implement a capability-based planning process have proceeded rapidly. The focus of the Capability Based Planning process is upon force development to ensure the continued combat effectiveness of the Canadian Forces into the future. The integration of the Human Resource strategy with the central planning function of the CF occurs through the Capability Based planning process. The governance structure of the Capability Based Planning process is described at Annex C.

Schedule for HR2020 Updates

This document has presented an outline of the Human Resources Strategy for 2020, a strategy that provides human resources guidance across all planning horizons and is integrated with the strategic planning processes of the Canadian Forces. Maintaining the HR Strategy in the face of continuous change requires the establishment of an effective integrated strategy process and an ongoing review of the plan. Scheduled updates to this document are described below:

Section 1: The Canadian Forces Human Resources System - Addresses Canadian national values, military ethos and HR principles and as such is enduring and not as subject

to change as other sections of this strategy. Material concerning the committee structure of the HR governance system is accurate at the time of publication but may change. The most current description of the committee structure is available on the ADM (HR-Mil) web page in the publication entitled "Group at a Glance". Upon conclusion of the Profession of Arms project section 1 will be refined to reflect changes to the military ethos in 2005.

Section 2: The Emerging Personnel Environment

– Describes Human Resource scenarios for 2020. In view of the long-range focus of the scenarios, major changes are not expected to occur in the near-term. Ongoing refinement will occur throughout 2002 to be forwarded in 2003 to support the VCDS Strategy 2025 initiative. Full revision will take place in 2006 in consideration of Defence Strategy 2025.

Section 3: Human Resource Strategy –

Establishes Strategic HR Objectives to guide the mid-term investment strategy and the near-term Defence Plan/ Business Plan activities. This section should be revised on a more frequent basis. A review is scheduled for 2003 and will be provided as input to Defence Strategy 2025.

Section 4: Strategy to Action –

Outlines the investment strategy and current action plan. Changes are expected on an annual basis. The most current version of the investment strategy is located on the ADM HR (Mil) web page under LTCP-HR. A full update is scheduled for 2004, however Annex B will be updated annually. ■

Annex A

HUMAN RESOURCE GOVERNANCE STRUCTURE

The Strategic Human Resource Management Council (SHRMC). Co-chaired by the ADM (HR - Mil) and the ADM (HR - Civ), the SHRMC is the most senior consultative body in DND/CF that is exclusively concerned with HR. Its mandate is to enhance the operational effectiveness of DND and the CF by serving as a forum to involve senior line managers and stakeholders across the organisation in discussing, resolving, and providing guidance on strategic resource policies and issues that impact upon both military and civilian personnel.

The Military Human Resources Capability Board (MHRCB). Chaired by the ADM (HR - Mil), with representatives from the HR - Mil Group, the ECSs, the ADM (Fin CS), ADM (IE) the VCDS and the DCDS, the new MHRCB's primary role will be the strategic oversight of the Long-Term Capability Plan (Human Resources) (LTCP (HR)), which is a Departmental document. Potential HR projects and initiatives being considered for inclusion in the evolving and actual LTCPs (HR) will be approved by the MHRCB before presentation to Defence Management Committee for program approval and ultimately to Program Review Board for specific project funding approval (see Annex B).

Military Human Resources Policy and Planning Committee (MHRPPC). This committee is a consultative body chaired by DGMHRPP, with membership drawn from the military HR community, other L1s and key stakeholders, that implements military HR guidance from the MHRCB. The MHRPPC has the role of screening projects and initiatives for review by MHRCB (see Annex B).

Professional Development Council (PDC). Chaired by the ADM(HR-Mil) and comprising senior ECS representatives and other key Level One professional development (PD) stakeholders, the mandate of the PDC is the oversight of the entire CF PD system. It is an element of the governance structure of the Canadian Defence Academy, and reports to the CDS through the Armed Forces Council. It incorporates the roles of all former PD committees, councils and boards.

Education Advisory Board (EAB). Another element of the governance structure of the Canadian Defence Academy, the EAB will be directly responsible to the Minister and will have direct access to the CDS and the Commander, CDA. Chaired by a distinguished Canadian in the field of education, the primary responsibilities of the EAB are to provide advice on: the place and value of education within the PD system; trends and initiatives in education and the development of professionals in Canada; and on any areas regarding the development of the military profession that the Minister may wish to have addressed from an independent perspective. ■

Annex B

THE LONG TERM CAPABILITY PLAN (LTCP (HR))

Overview

The LTCP (HR) was created in the fall of 2000 to address critical gaps in the Canadian Forces' HR capability that were beyond ADM (HR-Mil) Group's resources to resolve. Establishing the LTCP (HR) validated the requirement for an HR investment strategy in order to rebuild capability that was lost in the downsizing years of the 1990s but more importantly, it provides the basis to create the HR infrastructure in support of Defence Strategy 2020 and HR 2020.

Based on PMB approval in Dec 2000, the LTCP (HR) is now an integral part of the Defence Services Program. It is a corporate five-year-plan with a ten-year scanning horizon that is prepared and updated annually detailing the plans to develop and implement future HR capability for the Canadian Forces.

The LTCP (HR) provides an analysis of the HR environment that includes an assessment of immediate HR challenges as well as issues that are emerging in Horizon's II and III. It identifies the actions that the Department will take in response to these challenges. The LTCP (HR) also includes a broad description of individual projects and initiatives that will be pursued in order to maintain/increase the Canadian Forces' HR capability as well as the resources that will be required to implement the plan.

Although the LTCP (HR) is prepared in parallel with the annual business plan cycle, it is a separate document with a much broader perspective. The annual business plan documents how the HR-Mil Group will organize and deliver its core business in the next one to three years, whereas the LTCP (HR) is a strategic document focused on building HR capability for the future. The business plan focuses on activities internal to HR-Mil Group; whereas the LTCP (HR) includes projects and initiatives from ECSs and Group Principals.

LTCP (HR) Governance

There is a separate governance framework for the LTCP (HR) with two primary governing bodies:

- Military Human Resources Capability Board (MHRCB)
- Military Human Resource Planning and Policy Committee (MHRPPC)

MHRCB is chaired by ADM (HR-Mil) and is composed of senior personnel from the ECSs and Group Principals, VCDS, ADM Fin (CS), and HR-Mil Group. MHRCB provides strategic oversight for the plan, and determines the composition of the plan prior to its submission to DMC and the DM/CDS for approval. MHRCB also provides guidance to MHRPPC, who are primarily responsible for screening and prioritizing prospective projects and initiatives. The MHRCB will be guided by the Departmental and CF priorities promulgated in the annual Defence Plan, HR 2020 and any deficiencies in HR capability that are referred to them for action.

MHRPPC is a cross-functional working group subordinate to MHRCB. Its primary role is to manage the CF's HR planning and policy process. In terms of the LTCP (HR) it performs a critical function by reviewing and prioritizing projects that are being proposed for inclusion in the plan. More specifically, MHRPPC's role includes:

- Setting CF Human Resource objectives, based on strategic direction from MHRCB
- Developing HR plans to meet objectives established by MHRCB
- Reviewing and recommending SS (ID)s for LTCP(HR) consideration
- Identifying emerging military HR policy and program issues

The LTCP (HR) will be shaped primarily by gaps in overall CF HR capability and these gaps may be articulated by the following bodies:

- Joint Capabilities Review Board (JCRB) and specific Joint Capability Assessment Teams (JCAT's)
- Military Human Resources Policy and Planning Committee
- ECS's and Group Principals
- HR-Mil Group

LTCP (HR) Principles

Capability is a function of capacity and ability that integrates both quantitative and qualitative elements. From a HR perspective it reflects the CF's ability to achieve defence objectives with its people. The present version of the LTCP (HR) organizes programs and initiatives into four major capabilities;

- Operational Effectiveness
- Force Structure and Capability
- and Training
- Management and Communication

As already stated, the LTCP (HR) is an investment strategy to enable the CF to meet its HR commitments in Horizon II. It is generally not a vehicle to address funding pressures in Horizon I. While not exhaustive, the following illustrate principles that are being used to guide the development of the LTCP (HR).

- The new capability or capacity cannot be achieved within current baseline resources
- It must have endorsement of ECSs
- In those areas where a change to a process is being recommended the baseline activity has to be continued while new capacity is being developed

To illustrate briefly with a project that meets these criteria — Rx 2000 is a large health-care related project that is intended to reform the CF Medical Services. It is funded in the LTCP(HR) separate and apart from the baseline funding ADM (HR-Mil) receives through the business plan process to provide ongoing medical care to military personnel. ■

Annex C

CAPABILITY BASED PLANNING GOVERNANCE STRUCTURE

Joint Capability Requirements Board (JCRB)

Level 1s — meeting as the Joint Capability Requirements Board — review the capability goals annually. Once goals are validated in light of any assessed changes in the strategic situation of the Canadian Forces, capability gaps would be assessed. Using these assessments as a guideline, the JCRB would then identify those capability areas that would receive priority attention during the next planning cycle. The timing of this meeting is tentatively scheduled for the beginning of the fiscal year (April). This work would form part of the assessments being developed to identify corporate priorities for DND/CF.

Joint Capability Assessment Team (JCAT)

During the year the capability goals are reviewed by planning teams responsible for each capability program. The composition and responsibilities of these teams is evolving. Beyond reviewing goals and gaps, a second focus for JCATs is to optimise the development of DND/CF capability in their 'capability program'. The aim would be to deliver the targeted degree of capability: not too much, not too little.

Capability Development Working Group (CDWG)

The Capability Development Working Group (CDWG) supports the Joint Capability Requirements Board (JCRB). The CDWG will co-ordinate DND/CF capability-based planning and review force development initiatives with a view to ensuring their alignment and coherence. ■

Annex D

INVESTMENT TIMELINES

HR 2020 PLANNING TIMELINE																				
STRATEGIC HR OBJECTIVE	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
LEADERSHIP																				
Develop Leadership Manual																				
Enhanced Leadership Model Implemented																				
Enhanced Leadership Model Validation																				
Basic Training Validation																				
Draft Profession of Arms Manual																				
Final Profession of Arms Manual																				
CF Leadership Institute Established																				
Leadership Lessons Learned																				
Develop Leadership Assessment Tools																				
Transition from SA CDS to CDA																				
First Annual Education Report																				
Impact of Recruiting Review																				
STRATEGIC PLAN																				
Defence Review/ Update																				
Defence Review/ Update																				
Defence Review/ Update																				
Performance Measurement Framework																				
Benchmarks																				
Performance Measurement Framework																				
Benchmarks																				
VCDS Strategy 2025																				
HR Strategy Update Scenarios																				
HR Strategy Update Objectives																				
HR Strategy Update Action Plan																				
HR Strategy Update Ethos/ Principles																				
HR Strategy Full Update																				
CULTURE																				
CF Culture Project																				
Army Culture Project																				
Validate Diversity/ Cultural Awareness Programs																				
Messes 2000 Implementation																				
Streamline Honours and Awards																				
CFP 200 Honours and Awards Section Revised																				

[illegible]

HR 2020 PLANNING TIMELINE																				
STRATEGIC HR OBJECTIVE	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Review Terms of Service																				
Review Terms of Service																				
Reserve Force Employment Project																				
Review Reserve Force Employment Project																				
Land Force Reserve Restructuring																				
Compensation Strategy Review																				
Implement Compensation Strategy																				
Compensation Strategy Review																				
Compensation Strategy Review																				
Compensation Strategy Review																				
Compensation Strategy Review																				
Forecast 20/ 40 Attrition Surge																				
CF Attrition Information Questionnaire																				
Exit Interviews																				
RECRUITING																				
Improvements to Recruiting Process																				
Implement "e-Recruiting"																				
Reduce Processing Time to 21 Days																				
Recruiting Surge																				
Steady State Reached																				
Signing Bonuses End																				
Review Diversity Recruiting																				
Re-evaluate Diversity Targets																				
Review Diversity Recruiting																				
Review Diversity Recruiting																				
Review Diversity Recruiting																				
Evaluate ASD of Recruitment																				
Decision on ASD of Recruitment																				
Evaluate ASD of Recruitment																				
Review Recruitment Strategy																				
CFRG Relocation																				
PROFESSIONAL DEVELOPMENT																				
Officership 2020																				
NCMPD 2020																				
Changes to Officer/ NCM Professional Development																				
Distributed Learning Network																				

HR 2020 PLANNING TIMELINE																			
STRATEGIC HR OBJECTIVE	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Casualty Support Program																			
Review Casualty Support Program																			
G2536 Complete (1 Cdn Fd Hospital)																			
Rx 2000																			
G2800 Complete (CF Health Information System)																			
AVDP Vaccine																			
Assess AVDP Vaccine																			
WELL- BEING																			
Travel Modernization																			
Review Definition of Family																			
Review Military Family Services Program																			
Review Military Family Services Program																			
Review Military Family Services Program																			
PERSTEMPO Policy																			
Support for Youth Programs																			
Foreign Allowance Review																			
Spousal Education Benefits																			
PSHCP																			
Accommodation Requirements Study																			
Implement Accommodations - Single Service Provider																			
Implement Accommodations Options																			
Accommodation Requirements Study																			
QoL Validation																			
QoL Validation																			
QoL Validation																			
Review Honours and Awards and Recognition System																			
Medals Management System Integration																			
Project Complete - CPSM																			
HR SYSTEM																			
HR Action Plan																			
HR System Review																			
Review of Grievance System Reform Implementation (C- 25)																			
HR System Review																			
HR System Review																			

[illegible]