



Canadian Forces Personnel Newsletter

CPO1/CWO Revitalization Project on time, on track

By CWO Mike Nassif,
Military Personnel Command Chief
Warrant Officer

In recent years, the ranks of chief petty officer, 1st class and chief warrant officer have been increasingly challenging with regard to career management and development.

These highest-ranking CF non-commissioned members (NCMs) serve in senior appointments as environmental, command, formation and base/wing CPO1s/CWOs, and fill vital staff positions. Many CPO1s/CWOs take on institutional leadership responsibilities.

DND/CF has built up a cadre of educated, experienced people holding senior appointments and serving in key positions. The challenge in this arises from the need to keep the career advancement of the NCM corps as a whole smooth and on-track while maintaining a proven ratio of officers to senior-ranking NCMs.

As a result, the CF is embarking on a program of re-ranking selected CPO1/CWO positions to chief petty officer,



2nd class and master warrant officer positions. The re-ranking of these positions will occur only through attrition – when someone is due to be posted out of a position that has been identified to be re-ranked. This will happen over a three-year period.

Armed Forces Council (AFC) approved a list of more than 100 positions to be re-ranked. This process will begin in active posting season (APS) 2007.

Where we started

The 1997 *Report to the Prime Minister on the Leadership and Management of the CF* by the Minister of National Defence read in part that the CF was to undertake a study of rank inflation to improve the ratio of officers to senior-ranking NCMs.

[CPO1/CWO page 4](#)

Employment Equity: Racial diversity research garners positive returns

By Irina Goldenberg, Ph.D., Directorate of Human Rights and Diversity

The CF is committed to fostering employment equity and diversity within its ranks. The Directorate of Human Rights and Diversity (DHRD) conducts research to find out where the CF stands with respect to employment equity, and to identify areas of concern.

Under Canada's *Employment Equity Act*, there are four designated groups (DGs) whose memberships comprise women, Aboriginal peoples, members of visible minorities, and persons with disabilities.

Two recently completed research initiatives covered issues related to Aboriginal peoples and members of visible minorities. The employment equity (EE) focus section of the *Your-Say Survey* illuminated the experiences of Aboriginal peoples and members of visible minorities

in CF employment systems. The Diversity Climate Survey focused on the attitudes and perceptions of CF members toward EE and diversity. The results of these two surveys are complementary to each other.

“The Canadian Forces, as a national institution, represents our rich, diverse Canadian family. The diversity in our units gives us a visible and common voice with the people of the world, strengthening our ability to work with them and build a better life together.”

—General Rick Hillier
Chief of the Defence Staff

Your-Say Survey – EE focus section

The results of the EE focus section of the *Your-Say Survey* were based on responses from 1592 randomly sampled Regular Force personnel, 197 Regular Force personnel who are members of visible minorities, and 193 Aboriginal Regular Force personnel. The latter two groups were purposely over-sampled to obtain sufficient numbers of respondents from the two groups.

Overall, the results of this study indicate that the CF has made good progress in relation to EE in many areas, but also highlighted some areas in need of improvement.

CF employment systems and the current environment are largely perceived

[EE page 2](#)

CDS Guidance to COs update

From CFPN

If you are a commanding officer in the Regular Force or the Primary Reserve Force, then the two new chapters recently added to “Chief of the Defence Staff Guidance to Commanding Officers” should be your read of the day.

Reading the guidance is mandatory for all COs who have been granted the authority and powers of a CO in accordance with existing regulations, orders and policies.

Responsible organizations that have subordinate units with appointed COs must identify officers that are to be appointed as COs and ensure that they read the guidance before they assume command. As well, COs must review the guidance whenever amendments or additions are published.

Canadian Forces Physical Fitness Program

Chapter 22 opens with a reminder that the CF leadership is responsible for becoming and remaining physically fit personally, for promoting the highest levels of good health and physical fitness among CF personnel, and for facilitating personnel in their quest to achieve good health and physical fitness.

The chapter presents the many ongoing trainings, policies and programs that support the effort to reaffirm a culture of fitness across the CF, including physical education modules for leadership and training courses, CF fitness policies, incentive programs, standards and objectives, sports programs, and health promotion programs.

In 2004 Health and Lifestyle Information Study (HLIS) returns, 43% of CF personnel reported living an active lifestyle while 33% reported being inactive. As well, 22% of male personnel and 13% of female personnel reported being obese. In addition, 81% of personnel reported their jobs require little or no physical activity, and so they cannot depend on performing their regular duties to keep themselves fit.

[CDS page 3](#)

⇒ **EE from page 1**

as fair, according to many of the reported experiences of respondents who are Aboriginal or members of visible minorities. For example, like respondents who are not members of these two groups, the majority of CF personnel who are Aboriginal or members of visible minorities reported that:

- they have equal access to training and are treated fairly during training;
- their ethnic minority background does not have a negative effect on their career progression;
- it is easy for non-Christians to practice their religions and for CF personnel to dress in a way that meets their cultural/ethnic needs, and;
- ethnicity does not affect occupational assignment.

Respondents from these two groups reported being:

- as satisfied with their immediate supervisors as personnel who are not members of these two groups;
- satisfied with their working relationships and their career management and progression, and;
- at least as likely to continue their service in the CF as personnel who are not members of these two groups.

However, a number of areas of concern were highlighted by the results, and indicate that more progress is needed. While Aboriginal personnel and personnel who are members of visible minorities reported being satisfied with their working relationships and with career management and progression overall, their reported levels of satisfaction in these areas were lower than those of their counterparts who are not members of these two groups.

As well, respondents from these two groups were more likely to report having experienced discrimination, and that much of that discrimination was based on race and ethnicity.

Diversity Climate Survey

The respondents to the Diversity Climate Survey comprised 1 378 Regular Force personnel and 354 members of the Primary Reserve. This survey focused on the general attitudes and perceptions of CF personnel toward diversity in the CF and toward EE programs and policies.

Results indicated that, although overall, CF personnel do not hold racist attitudes, there is still much room for improvement in this regard:

- Results showed only slight support for EE programs and policies.
 - This may be caused by a lack of understanding of these programs and policies and/or a lack of appreciation regarding the importance of EE programs and policies.
- Survey returns illuminated a generally poor knowledge of employment equity programs and policies. On average, respondents answered four of 10 knowledge questions correctly.
 - These findings reveal the need for education and communication regarding EE. One of the three high-level initiatives in the CF EE Plan is "To increase awareness and acceptance of EE and diversity within the CF and to promote a workplace that values diversity and inclusiveness. This initiative includes communications and training to facilitate change in CF culture."



CPL BILL GOMM

WINNIPEG—Cpl Doug Tizya kneels as Elder Art Shofley explains the origins of the Wounded Warrior Song to spectators at the 5th Annual Bear Clan Gathering, where the people of the First Nations honour the community's peacekeepers and warriors. Cpl Tizya, from 2nd Battalion, Princess Patricia's Canadian Light Infantry, based at CFB Shilo, was wounded during his second tour of Afghanistan. The Bear Clan Gathering has its roots in the First Nations system of governance that designates seven Clans to provide leadership, support and security to First Nations communities. The Annual Bear Clan Gathering honours the community's peacekeepers and warriors, Aboriginal CF veterans and Aboriginal Peace Officers, and personnel from many other organizations that provide protection, comfort and care.

- Respondents did indicate a preference for the merit principle, and the notion that rewards and benefits should be given to individuals solely on the basis of the performance.
 - This result shows that the CF needs to emphasize the inherent fairness of its EE programs and policies. We must clearly communicate and demonstrate that EE programs do not involve what might be seen as unfair employment practices such as using quotas or hiring and promoting unqualified individuals.

Taken together, these results show that continued effort is necessary to attain equity in CF employment systems. The Forces must work to influence attitudes toward ethnic and racial diversity at all ranks.

How?

Training in this area is included in the EE Plan. Current initiatives provide such training – the annual DND/CF

Employment Equity Workshop, for example, the inclusion of EE and diversity modules in Basic Officer Training and Basic Military Qualification, and the Aboriginal Awareness course at First Nations Reserves for personnel who work closely with Aboriginal people on CF Aboriginal issues.

DHRD also provides briefings on EE and diversity at conferences and workshops, and contributes resources toward:

- marking International Women's Day, International Day for the Elimination of Racial Discrimination, International Day for Persons with Disabilities, and Aboriginal Awareness Week;
- celebrating Asian Heritage Month and Black History Month;
- the local and regional participation of CF personnel and DND employees in numerous cultural events in ethno-cultural communities; and
- the CF publication and distribution of reference documents such as "Religions in Canada", "EE Tips Book for the CF", *For My Country: Black Canadians on the Field of Honour*, and *Fighting for Canada: Chinese and Japanese Canadians in Military Service*.

The Chief of the Defence Staff and the Deputy Minister of National Defence have recently renewed their direction for leadership to provide support and encouragement to the four Defence Advisory Groups (DAGs) – the Defence Aboriginal Advisory Group (DAAG), the Defence Visible Minority Advisory Group (DVMAG), the Defence Women's Advisory Organization (DWAO), and the Defence Advisory Group for Persons With Disabilities (DAGPWD).

More than 30 regional and local advisory groups across DND/CF welcome both CF personnel and DND employees. These volunteer groups were established to provide insight to leadership on issues that could affect the EE designated groups, and advise on the development and implementation of EE programs and policies.

The CF continues to promote diversity and EE not only as a legal requirement but also as a focus that is central to its success in achieving the defence mission. A diverse workforce is a source of strength and an asset when recruiting top talent.

Senior leadership is determined to demonstrate resolve in addressing EE issues, and will continue to undertake this important work in earnest to ensure that the CF fully embraces the principles of diversity and EE – now and in the future.

- Visit http://hr.ottawa-hull.mil.ca/dmgjee/engraph/Home_e.asp for information about DHRD and advisory groups.
- Find the *Employment Equity Act* at <http://laws.justice.gc.ca/en/showtdm/cs/E-5.401>.
- Read "Religions in Canada" at www.forces.gc.ca/hr/religions/engraph/religions00_e.asp.
- Learn about *For My Country: Black Canadians on the Field of Honour* at www.forces.gc.ca/hr/cfpn/engraph/8_05/8_05_dvmag_book_e.asp.
- Learn about *Fighting for Canada: Chinese and Japanese Canadians in Military Service* at www.forces.gc.ca/hr/cfpn/engraph/4_06/4_06_dhrd_ahm_e.asp.

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Military Family Services Program there for you

From CFPN

The health and well-being of CF families is a top concern for DND/CF. Families of CF personnel are active and contributing members of the communities where they live.

Your family members are entitled to access all the health, social, educational and recreational services available to everyone else in your local community – and that includes mental health services.

Under the Military Family Services Program (MFSP), your local Military Family Resource Centre (MFRC) is mandated to provide your family members with services in four categories.

Personal development and community integration

Because mobility is an inherent part of your military lifestyle, the MFSP will help your family integrate into a new community by providing welcome and community orientation; information and referrals; employment and education assistance; personal growth and development assistance; and second-language services.

Child and youth development and parenting support

Positive parenting and support for the care and development of children and youth contribute to the health and well-being of families and communities.

The MFSP supports you and your spouse/partner in your caregiving roles, and fosters environments where your children and teens can flourish through activities and initiatives for children and teens; parent/caregiver education and support; emergency child care; emergency respite care; and casual child care.

Family separation and reunion

CF operational and training requirements often result in your absence, and your family's concerns and anxieties are heightened when you are deployed. The MFSP will provide your family with outreach services, information, and support and assistance.



MFSP products, programs and services in these areas may include:

- information packages related to deployment and separation;
- briefings and information sessions related to deployment and separation;
- peer support groups;
- telephone contact with CF families to see how they're coping with separation or reunion;
- workshops on coping strategies related to deployment and separation;
- social events for spouses/partners, children and teens; and
- resource libraries.

Prevention, support and intervention

Individual and family well-being has a significant impact on military readiness. The MFSP works to strengthen individuals and family members through education and prevention; self-help groups; assessment and referral; and short-term intervention and crisis support.

- For more information about the Military Family Services Program, contact Ms Stephanie Webster, CF Personnel Support Agency Public Affairs, at Webster.SA@forces.gc.ca or at 613-996-6204.
- Visit www.cfpsa.com/en/psp/dmfs/mfrccontact/index.html for contact information and the location of your nearest Military Family Resource Centre. ♣

Kuwait Liberation of Kuwait Medal

From CFPN

For about a year now, the Government of Kuwait has been awarding the Kuwait Liberation of Kuwait medal to Canadians who took part in the liberation of that state beginning in 1990.

Only Canadian Forces personnel who are recipients of the Canadian Gulf & Kuwait Medal (with or without Bar) are eligible to receive this medal. This is a foreign award and while CF personnel may accept it as a memento, the Government of Canada has not authorized this medal for wear. If you accept this medal, you may not wear it with other National Honours or on your CF uniform.

The Embassy of the State of Kuwait developed a program whereby qualified recipients can apply for the medal. In an effort to facilitate the process, the Directorate of History and Heritage (DHH) asks eligible serving CF personnel to provide some basic information when they apply. Since the beginning of the program, more than 1000 serving CF personnel have applied, and DHH has forwarded their names to the Embassy.

The initial application deadline of December 31, 2006 has been extended for an undetermined period.

Representatives of the Embassy of the State of Kuwait have already presented the medal to serving Forces personnel during ceremonies in Ottawa, Gaagetown, Quebec City and Toronto. Similar presentation ceremonies will take place in Halifax (June 11), Winnipeg (June 18), Cold Lake (June 21), and Esquimalt (June 28). If your application was received in time, chances are you have been invited to attend the ceremony closest to you.

If you cannot attend a ceremony, the Embassy will send your medal to you at the address you provide on your application.

The Embassy has been distributing the medal to retired CF personnel.



- Read CANFORGEN 076/06 at http://vcds.dwan.dnd.ca/vclds-exec/pubs/canforgen/2006/intro_e.asp.
- Read CANFORGEN 060/07 at http://vcds.dwan.dnd.ca/vclds-exec/pubs/canforgen/2007/060-07_e.asp.
- Serving CF personnel may apply for the medal on the DHH website at <http://hr.ottawa-hull.mil.ca/dhh>, under "Kuwait Medal".
- Retired CF personnel may apply for the medal by contacting the Embassy of the State of Kuwait by email at info@embassyofkuwait.ca; by telephone, at 613-780-9999; by FAX, at 613-780-9905; or by mail at 333 Sussex Drive, Ottawa ON, K1N 1J9. ♣

➤ CDS from page 1

The remainder of this chapter discusses specific CDS Guidelines on Physical Fitness, and closes with: "Let me be clear that our Canadian Forces Physical Fitness Program is not primarily about fitness testing and standards; it is about helping to set the conditions for success in operations. I am convinced that adherence to a physical fitness program will not only increase strength, energy and endurance, but also improve an individual's ability to cope with mental and emotional stresses. This is leadership business; I expect the support of leaders at all levels to ensure the CF is fit to fight."

Family Violence

Chapter 23 opens with the fact that about 6000 CF personnel reported on the 2004 HLIS that they had experienced family violence within the previous five years, and very clearly indicates that commanding officers have a key role to play in the prevention of family violence and in intervention at the unit level.

The chapter goes on to define family violence, and discuss its causes and its personal, societal and operational costs.

CDS directions on the roles to be played by COs with regard to family violence are clearly outlined, including the final direction that COs "...shall, within 90

days of assuming command, make arrangement to be briefed by the family crisis team on the dynamics of family violence, including the indicators of family violence, prevention activities and services available."

General

- Read the new chapters of CDS Guidance to Commanding Officers at www.cda.forces.gc.ca/cdsguidance/engraph/home_e.asp or at http://cda.mil.ca/cdsguidance/engraph/home_e.asp, and bookmark these links for future reference.
- Consult Canadian Forces General Message (CANFORGEN) 034/07 at

http://vcds.dwan.dnd.ca/vclds-exec/pubs/canforgen/intro_e.asp.

- Check out the 2004 HLIS results at www.forces.gc.ca/health/information/HLIS/engraph/HLIS_2004_e.asp.
- Visit CF Health Services at www.forces.gc.ca/health/engraph/home_e.asp.
- Direct questions to Ms Marie-Claude Leblanc, SO Seminars and Conferences at the Canadian Defence Academy, at Leblanc.MC@forces.gc.ca or at 613-541-5010, x3955. ♣

⇒ CPOI/CWO from page 1

The report led to the development of a new, more robust professional development (PD) framework for CPOIs/CWOs, and the designation of a specific PD period at the rank of CPOI/CWO. As well, the CF needed an NCM bilingualism policy that would contribute to the development of CPOIs/CWOs who were capable of being partners in leading the institution.

Both of these developments were in line with direction given in *The Canadian Forces Non-Commissioned Member in the 21st Century (NCM Corps 2020)*, a Defence publication outlining PD strategies ensuring NCMs receive the education, training and experience they need to meet the challenges expected between now and 2020. *NCM 2020* also defines and substantiates the requirements—moral, ethical, educational and leadership—for the professional development of the future NCM Corps.

The report also suggested that because pay and benefits were tied to rank rather than to the technical skills of CF personnel, the natural outcome was over-ranking. While it was recognized that there was a requirement for CPOIs/CWOs to have a more strategic perspective, there were many CPOIs/CWOs employed in technical staff positions.

As well, the significantly increasing number of promotions over and above the projected staffing levels became an issue due to the high number of CPOIs/CWOs filling empty captain positions.

In 1999, the CF CWO requested a review to clarify the need for enhanced PD for CPOIs/CWOs, and to measure the growth of CPOIs/CWOs in the CF. This led to direction from AFC, in 2004, that the project report on its implementation in 2005.

Since then, work undertaken by the various level 1 (LI) staffs has resulted in informal meetings, discussion papers and presentations, and the creation of a Senior Review Board (SRB) for the project that is governed by Chief Military Personnel (CMP).

Project objectives

1. The creation of a generic CPOI/CWO management structure by transferring senior appointments from specific Military Occupational Structure Identifications (MOS IDs) to a career field created for just that purpose, and the rationalization of all CPOI/CWO positions.
2. A job analysis by CMP/the MOS Analysis, Redesign and Tailoring (MOSART) project team, in concert with the CPOI/CWO Review and Revitalization project team, of all senior appointments and key positions. This work would form the basis for the creation of a career field for senior appointments and key positions.

Director General Military Careers/ Director Senior Appointments (DGMC/ DSA) adopted a centralized management structure for all CPOIs/CWOs that would reflect joint requirements and have environmental representation. This management structure has been in place since APS 2005.

Project Scope

As listed in *Building a Legacy for the CPOI/CWO of Tomorrow*, a document arising from the December 2004 CFCWO Single-issue Seminar, the project would reassess:

- **Selection Process:** The CF must continue to pursue a standard, fair and transparent competency-based selection process ensuring that individuals selected for key positions and senior appointments will succeed in their expanded roles. This process will have to be responsive and serve both CF and environmental needs.
- **Career path and flexibility of employment:** The CF will develop a CPOI/CWO employment structure offering maximum flexibility in employment patterns while ensuring that the organization exploits and benefits from the experience of all CPOI/CWOs. This structure must be responsive to the needs of the organization as well as the needs of individuals, and must offer varied career paths.
- **Succession planning:** The CF will develop and sustain a centrally controlled succession planning process offering personnel choice and early selection, and possessing the ability to react quickly to the demand of the Forces. Environmental succession planning processes will have to be aligned with the central process, and should be connected to the chain of command.
- **Second-language ability:** The CF will ensure that personnel who exhibit the potential to succeed as senior leaders will have the opportunity to achieve the necessary language profile as early in their careers as possible, to ensure success in traditional roles and in senior appointments and key positions.
- **Recognition mechanism:** The CF will ensure that individuals who accept greater responsibilities within the organization are recognized and compensated fairly.
- **Employment area:** The CF will ensure that the employment areas of CPOIs/CWOs are commensurate with their experience and skills. Additionally, employment should be conducive to their continued development as leaders of people and

partners in leadership of the institution, with a special eye to ensuring that CPOIs/CWOs have the opportunity to take on direct or indirect institutional leadership responsibilities.

- **Professional development:** The NCM PD system will ensure that CPOIs/CWOs are ready to fill their role as co-stewards of the profession of arms. They must be developed to face the challenges of leading people and of partnering in leading the institution. This system will be responsive to needs and flexible enough to provide the specific learning opportunities required to develop CPOIs/CWOs for employment beyond their traditional roles.

What has changed?

These changes and recommendations mean that many NCM military occupation advisors have aligned themselves with the vision of 2020 and the future of the NCM Corps.

Not all NCMs make it to the most senior ranks, but there is a need to identify at the sergeant and warrant officer levels personnel who demonstrate the potential to achieve the rank of CPOI/CWO. DND/CF is taking a much longer look at personnel development, and is working on offering personnel career paths that will ensure success at the most senior NCM ranks. The institution recognizes the need to offer promising NCMs the necessary PD and varied employment, whether in HQ or out-of-trade, that will give them the breadth of background and competencies they'll need to be successful in their future appointments.

Where we are

The Senior Review Board (SRB) has reviewed and recommended changes to the Special Requirements Commissioning Program (SRCP) to ensure we are managing the right personnel into the officer positions that need to be filled. Even though the SRCP has always been considered an officer production program, changes are being put into place to use the program as a management tool – an additional option to better manage the CPOI/CWO rank.

A CF Succession Appointment Board was held in the fall of 2006 to select personnel to be appointed to pan-CF positions – another step toward strengthening succession planning and appointment strategies. In spring 2007, the first CF Management Board will engage in the management of the personnel in senior appointments. The “CF Personnel Management – NCMs” document, tabled and approved by the SRB in 2006, provides guidance on the management and appointment of CPOIs/CWOs to senior appointments

and key positions, and identifies potential and ranking lists for succession planning in the CF.

By the end of March 2007, the MOSART project identified 15 different jobs that are applicable to senior appointments in the CF. Identifying the competencies for these jobs provided a valuable tool for future selection of personnel for senior appointments.

SRB members received a list from all LIs of positions targeted for re-ranking from CPOI/CWO to CPO2/MWO. It should be noted that the sensitivity of this list was emphasized – direction was given that this list was for SRB use and was not to be circulated beyond the SRB and environmental chiefs of staff (ECS)/LIs. All identified positions were reviewed by ECS/LIs and returns were provided to the SRB in December 2006. After consultation with advisory groups, branches, LIs and other appropriate parties, more than 100 positions were identified for re-ranking.

The re-ranking of these positions will be phased in over several years. About 30 CPOI/CWO positions will be re-ranked over summer 2007 as personnel are due to move out of their positions. This process will continue during APSs 2008 and 2009, until all of the targeted positions have been re-ranked. The effects on promotions to the ranks of CPOI/CWO will be negligible due to the higher forecast of releases and SRCP positions opening up for selected CPOIs/CWOs over the next few years.

What's ahead

Ultimately, the CF will have in its ranks a core group of CPOIs and CWOs who will bring to any position they fill a broad range of experience and the most comprehensive training available.

They will have the tools to serve in key positions and assume institutional leadership responsibilities.

As with any plan, everyone involved—CF personnel, career managers and the chain of command—must communicate and work together. Everyone's aim must be to ensure that promising personnel receive the opportunities to develop and to be employed in jobs that will give them the necessary competencies required to meet the future requirements and challenges of the CF.

Much progress has been made over the past few years, and the work continues. The CPOI/CWO Revitalization Project will ensure that the right persons, with the right professional development based on the requirements of the CF, will be employed in the right positions. NCMs will make every effort to meet the objectives set out in *NCM Corps 2020*.

