



Defence Research and
Development Canada

Recherche et développement
pour la défense Canada



Expedition 07:

Report of Work Package 3.3: Develop Management Capability

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Defence R&D Canada
Technical Report
DRDC Toronto TR 2009-123
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Canada

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Abstract

For DRDC to be successful in implementing its strategy for the future, it needs very capable managers at all levels, including both corporate services and DS managers. Although some leadership and management skills are enduring, the environment in which our managers operate is increasingly complex. DRDC needs to attract and develop managers and allow them to excel at managing around excellence, relevance and impact, in the environment that will result from the successful implementation of the DND S&T Strategy. Key skills include agility, flexibility, the ability to handle complexity, the ability to look externally, and the ability to build networks.

The objective of the Work Package titled *Develop Management Capability* was to provide recommendations that could be used to put in place the appropriate development programs to ensure that DRDC has a cadre of excellent managers now and in the future. Although the focus of the activity was on developmental aspects, issues such as workload, administration support, and compensation were also considered to ensure that de-motivators are addressed to the extent possible.

Résumé

Pour être en mesure de mettre en œuvre sa stratégie, RDDC doit avoir des gestionnaires très compétents à tous les niveaux, y compris des DS et des gestionnaires des services généraux. RDDC a toujours possédé certaines compétences en leadership et en gestion, mais l'environnement dans lequel nos gestionnaires évoluent est de plus en plus complexe. RDDC doit attirer et développer des gestionnaires, et leur permettre d'atteindre le niveau d'excellence, d'utilité et d'efficacité que nécessite la mise en œuvre de la Stratégie S&T pour la Défense. Parmi les principales qualités qu'ils doivent posséder, il y a l'agilité, la souplesse, l'aptitude à régler des problèmes complexes, l'aptitude à regarder vers l'extérieur, et l'aptitude à établir des réseaux.

L'objectif de la tâche « Renforcer la capacité de gestion » était de faire des recommandations susceptibles de faciliter la mise en place des programmes de perfectionnement appropriés pour que RDDC dispose d'une équipe d'excellents gestionnaires aujourd'hui et dans les années à venir. Bien que les efforts aient été centrés sur le perfectionnement, les autres aspects de la question comme la charge de travail, le soutien administratif et la rémunération ont été pris en compte, pour faire en sorte que les facteurs de démotivation soient éliminés dans la mesure du possible.

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Executive summary

Expedition 07: Report on Work Package 3.3: Develop Management Capability

J. Beaudin; M. Ducharme; D. Hanna; K. Hendy; K. Kilbride; J. Lavigne; C. Legare; W. Nethercote; D. Oxford; Y. van Chestein; DRDC Toronto TR 2009-123; Defence R&D Canada – Toronto; July 2009.

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Lessons learned were as follows. Although direct financial compensation is only one dimension of our reward structure, it is the easiest and most tangible to focus on. Besides compensation, there are other inducements to enter the management stream. Management gives one an ability to work with a motivated and capable team and to play on a larger and more integrative stage...aspects that are firmly imbedded in the promotional criteria of the DS Salary Administrative System as one advances. We need to bring forward into management people who see intrinsic rewards in being in the management cadre and then create an environment (a balance of demands and competencies) that allows them to achieve their target life-work balance. This will require a systems level approach that integrates most of the material presented through this work package. For example:

- Bring people into the management stream who value being able to *Influence, Work with People* and being able to demonstrate *Leadership*.
- Develop management capacity through full staffing, mentoring, and tailored learning opportunities. Start building this capacity at the level of the Group Leaders and Supervisors.
- Develop a culture of prioritisation at the Centres and provide effective tools for conducting the business. Mobilise Centre Management Teams to assist in balancing the load...by promoting and using best practices that have been established and shared across the Agency.
- When partners both within and outside the Centres generate demands, set clear and realistic expectations about deliverables.

Sommaire

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L'objectif de la tâche « Renforcer la capacité de gestion » était de faire des recommandations susceptibles de faciliter la mise en place des programmes de perfectionnement appropriés pour que RDDC dispose d'une équipe d'excellents gestionnaires aujourd'hui et dans les années à venir. Bien que les efforts aient été centrés sur le perfectionnement, les autres aspects de la question comme la charge de travail, le soutien administratif et la rémunération ont été pris en compte, pour faire en sorte que les facteurs de démotivation soient éliminés dans la mesure du possible.

Les leçons qui ont été apprises sont les suivantes. Bien que la rémunération financière directe ne soit qu'une des dimensions de notre structure de rétribution, c'est la plus concrète et la plus facile à contrôler. Outre la rémunération, il y a d'autres incitatifs pour pousser les gens vers la filière « gestion ». La gestion permet de travailler avec une équipe compétente et motivée, et de jouer un rôle sur une scène plus vaste et plus englobante – éléments qui font clairement partie des critères de promotion du Système d'administration des salaires des DS. Nous devons intégrer à l'équipe de gestion les gens qui souhaitent en faire partie, puis créer un environnement (une combinaison d'exigences et de compétences) qui leur permet de trouver l'équilibre souhaité entre le travail et la vie familiale. Pour ce faire, nous devons adopter une approche systémique qui intègre la plupart des recommandations présentées dans le cadre de la tâche « Renforcer la capacité de gestion ». Par exemple :

Pousser vers la filière « gestion » les gens qui souhaitent influencer le cours des choses, travailler avec leurs semblables et faire preuve de leadership.

Développer une capacité de gestion en exploitant toutes les possibilités offertes par les programmes de dotation, de mentorat et d'apprentissage personnalisé. Commencer à développer cette capacité au niveau des chefs de groupe et des superviseurs.

Développer une culture axée sur l'établissement de priorités dans les centres de recherche, et leur fournir les outils dont ils ont besoin pour faire leur travail. Mobiliser les équipes de gestion des

centres de recherche pour qu'elles aident à équilibrer la charge de travail ... en promouvant et en utilisant les pratiques exemplaires qui ont été établies et mises en œuvre partout dans l'Agence.

Lorsque les partenaires à l'intérieur et à l'extérieur des centres de recherche formulent des exigences, établir des objectifs clairs et réalistes en ce qui concerne les résultats attendus.

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Table of contents

Abstract	i
Résumé	i
Executive summary	iii
Sommaire	iv
Table of contents	vii
List of figures	viii
List of tables	viii
Background	1
Goals and objectives.....	2
Overview of activities, method, and achievements	4
Task 1: Workload and admin support requirements	4
Group Leaders	4
Section Heads	5
Corporate Services Managers	7
Deputy Director Generals/Chief Scientists.....	8
Directors	8
Summary of the findings of Task 1	8
Task 2: Management competencies required in the new environment.....	10
Task 3: Compensation study.....	12
Task 4: A mentoring program for Group Leaders and Managers.....	13
Task 5: Training courses and development assignments for staff to acquire the necessary KLCP for key management positions.....	14
Conclusions and lessons earned	16

List of figures

Figure 1. .. Figure 1. Relationship between the length of the work-week and the size of the Section.....	6
Figure 2. .. Figure 2. Weekly hours worked by 41 Members of the DRDC Management cadre...	10

List of tables

Table 1. Requirements for additional administrative support across the Centres.	7
Table 2. Civilian managerial position within DRDC	9
Table 3. Two snap shots of the average length of the work-week by organisation.....	9

Background

For DRDC to be successful in implementing its strategy for the future, it needs very capable managers at all levels, including both corporate services and DS managers. Although some leadership and management skills are enduring, the environment in which our managers operate is increasingly complex. DRDC needs to attract and develop managers and allow them to excel at managing around excellence, relevance and impact, in the environment that will result from the successful implementation of the DND S&T Strategy. Key skills include agility, flexibility, the ability to handle complexity, the ability to look externally, and the ability to build networks.

Initially under the leadership of Warren Nethercote, a team was assembled in February 06 to address this work package. In addition to Warren Nethercote as Project Manager, the team consisted of J. Lavigne, DST; D. Oxford, CSM; C. Legare, DGRDCS Director; D. Hanna, SH; Y. van Chestein, SH; M. Ducharme, GL; J. Beaudin, GL; and K. Kilbride, HR, with collaboration on competencies from R. Kuwahara, Chair CCM Steering Group.

In January 07, Warren Nethercote took up a position at Dalhousie University School of Public Administration as Public-Servant-in Residence. Keith Hendy took over the responsibility of Project Manager. The following is a report on the status of this work package by the current PM, drawing heavily on the work and the words of the previous PM and the team.

Goals and objectives

The objective of the Work Package titled Develop Management Capability was to provide recommendations that could be used to put in place the appropriate development programs to ensure that DRDC has a cadre of excellent managers now and in the future. Although the focus of the activity was on developmental aspects, issues such as workload, administration support, and compensation were also considered to ensure that de-motivators are addressed to the extent possible.

The work plan considered of the following activities:

Task 1: Examine Workload and Admin Support Requirements, Suggest Practical Solutions, and Develop an Implementation Plan

- WBE 1.1: Review the past work of the Management Environment Team (MET).
- WBE 1.2: Conduct an analysis of key corporate services and DS management positions from the perspective of workload and admin support and identify areas where improvements are needed. Conduct an email survey of Group Leaders with respect to incentives or disincentives for entry into the management cadre.
- WBE 1.4: Suggest short-term, practical solutions for addressing workload and support requirements.
- WBE 1.5: Develop an implementation plan and obtain RDEC approval.

Task 2: Identify Management Competencies Required in the New Environment

- WBE 2.1: Review Public Service Leadership Competencies (PSLC).
- WBE 2.2: In conjunction with the S&T Core team, examine the PSLC for relevance to DRDC in light of both the current environment and changes to it as a result of the implementation of the DND S&T Strategy, and the DRDC response to it. Key factors to be considered include the increased emphasis on exploitation including the focus on outcomes rather than outputs, the desire to impact the four key departmental processes (Corporate Policy, Force Development, Force Generation, Force Employment), and the requirement to solidify DRDC's role in public security. Official Languages and Employment Equity needs should also be identified.
- WBE 2.3: Review key corporate services (Centre MCorS, Director, DG) and DS management positions (SH, DST, ChS, DDG, DG) and identify required PSLC for these positions. In the case of DS managers, the PSLC should be linked with the DS Management Characteristics in the revised DS Salary Administration System.

Task 3: Conduct a Compensation Study

- WBE 3.1: Obtain compensation information from the TBS/NJC compensation research team, with the goal of providing information to RDEC. DS managers are the primary focus of this WBE since it is in the DS Section Head community where salary inversion often occurs, due to the availability of DS 07 and 07 levels to active scientists, and the de facto

restriction of DS Section Heads to DS 05 level, unless they have been promoted to DS 06 level on scientific merit.

- WBE 3.2: DRDHR to liaise with TBS/NJC to obtain compensation information for managers.
- WBE 3.3: Develop a report on TBS/NJC consultation and recommend a way ahead for management compensation.

Task 4: Develop and implement an extended and expanded mentoring and group leader development program for Corporate Services and DS Managers.

- WBE 4.1: Establish mentoring sub-team.
- WBE 4.2: Review of final report of mentoring pilot leading to recommended way ahead.
- WBE 4.3: Adjust mentoring program and documentation to deliver revised program manual and materials.
- WBE 4.4: Roll out revised mentoring program.

Task 5: Identify generic training courses and development assignments for staff to acquire the necessary PSLC for key management positions. The output will be a list for consideration when incumbents and future candidates are developing their learning plans.

- WBE 5.1: Establish Contractor.
- WBE 5.2: Compile List of Recommended Training and Assignments for Management Development.

Overview of activities, method, and achievements

Task 1: Workload and admin support requirements

The issue of workload is an enduring theme in the Agency and might be seen as a potential factor in discouraging people to pursue a career within the managerial stream. Prior to Expedition 07, it was the subject of investigation by the DRDC Management Environment Team (MET). The final report of the MET Sub-team on workload was tabled in September 2002¹.

The WP 3.3 team started by analysing the recommendations of the MET study and concluded that the majority of problem areas had in fact been addressed (improved administrative support was of particular note), although without the desired result in much of the management cadre. Managers continue to complain of workload issues, although not universally.

A 'current-state' analysis was conducted by questionnaire and telephone interview. The following groups were included in the survey:

- Research Centre Group Leaders
- Research Centre Section Heads
- Research Centre DG/DDG/ChS teams and CSMs, and
- Corporate/Programs Directors and Director Generals.

Group Leaders

The bilingual survey of Group Leaders examined incentive/disincentives for entry into the management cadre. The Group Leaders are the feeder Group for management and are a natural starting point for examining the ability of the organisation to bring forward capable motivated managers. Of 179 Group Leaders, 96 responded to the web-based survey. 82 of the 96 were civilians, and are the subject of the following analysis. Principle findings from the survey include:

1. Only 28/82 (34%) of Group Leaders surveyed intend to pursue a career in the management stream.
2. 55/82 (67%) of the GL cadre were DSs.
3. 38/55 (69%) of the DS GLs are DS-5 and above, so they are already at the level of a Section Head.
4. For the DS group, only 11/55 (20%) were interested in pursuing the management route. One must be careful of extending the percentage figure to the complete cadre of Group Leaders within the Agency. One cannot infer that those who did not respond will express views

¹ Lavigne, J., Ulyett, L., Rey, M., Amis, C. L., and Vezina, G. (2002). MET Sub-team on Workload. Ottawa: Defence R&D Canada.

similar to those who did. Those that chose not to respond may have been motivated by many factors...indifference or negative feelings towards management being two possibilities.

5. 41/54 (76%) of those not intending to enter the management stream cite as the reason an Intrinsic Interest in Science, while the remaining 13/54 (24%) cite disincentives (note that of the disincentives, separation from science was a major contributor).
6. The 4 highest represented disincentives are Pay and Benefits (6 or 46% of respondents in the NON_MANAGEMENT_Disincentives category), Separation from Science (5 or 38%), Second Language Requirements (4 or 31%) and Workload (4 or 31%). The only pair wise dependency of real interest was between Pay and Benefits and Separation from Science. This meant that a number of people cited both these items as disincentives, suggesting that a trade-off between two components in their reward structures may be operating (in other words there may be a level of compensation that offsets the negative aspects of perceived separation from science).
7. If one adds concerns of Career Advancement, Recognition and Pay and Benefits then approximately 33% of the issues, identified by the 13 respondents, are related to dissatisfaction with the reward structure of the management stream.
8. Adding Interference with Lifestyle to Workload then approximately 21% of the issues for the 13 respondents is related to the perceived workload of Managers.
9. On the other hand, the 3 highest incentives for entering the management stream were Influence (57%), Working with People (43%) and Leadership (35%). These factors should be emphasised as selection criteria for Group Leaders.
10. Commencing SLT early may also sort out those who will or will not be interested in advancing.

Unlike those in position based career structures (ENGs, EGs, CSs, ASs etc.) DSs have a choice in how they wish to advance through the system. DSs can chose to stay as active scientists or enter the management stream. This choice is likely reflected in the division between non-DS staff (63%) and DS Staff (20%) who profess an interest in advancement through the management stream.

Section Heads

A telephone survey of 21 Section Heads was conducted from across the DRDC Centres. The survey dealt with both issues of perceived workload and the level of administrative support Section Heads were receiving. Some key findings follow.

1. As might be expected of the Section Head's roles and responsibilities, the number of hours worked appears to be correlated with the number of personnel in the Section (see Figure 1 below). Note that the apparent relationship is potentially skewed by 4 points that lie outside the main cluster, so Fig 1 must be interpreted cautiously.

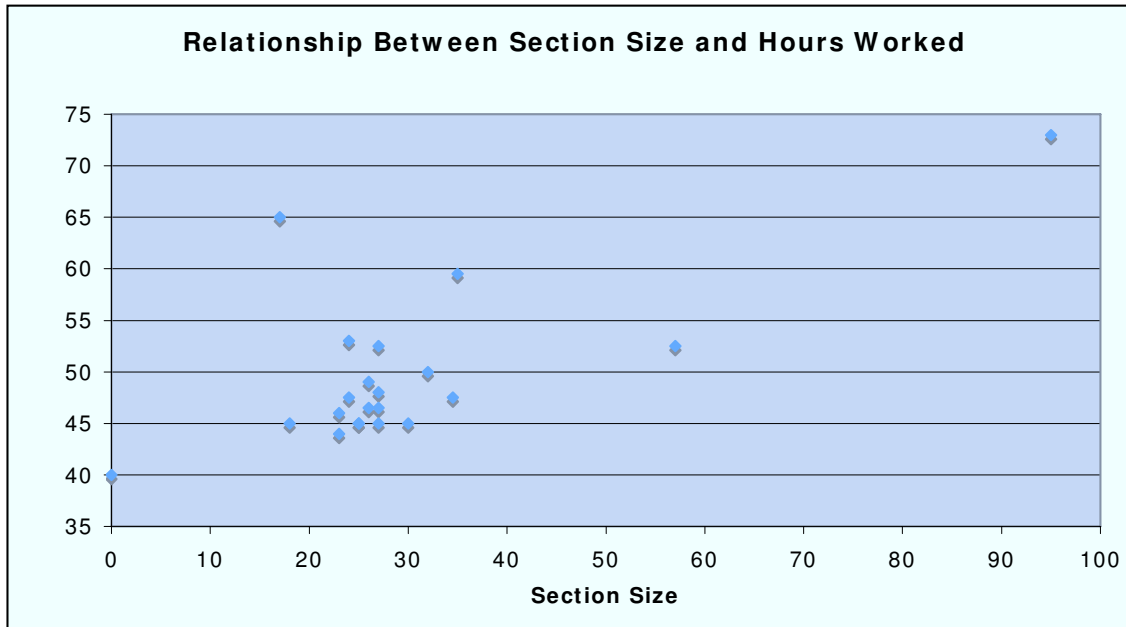


Figure 1. Relationship between the length of the work-week and the size of the Section.

2. 10/21 Section Heads say they are able to deal with the most important demands of the job.
3. Although hours worked doesn't necessarily translate into workload, a perception of excessive workload emerged in the survey. 7/21 respondents said they didn't have enough time to complete all-important activities and one would infer that this translates into a workload issue for them. Among those that had insufficient time to complete all-important tasks, 2 out of the 7 were from large Sections (57 and 95 member sections). Another 2 out of 7 were from sections that experienced considerable growth in the past 3 years (sections heads staffed 12 and 35 vacant positions, respectively, in the past 3 years while the remaining 19 sections staffed 4 or fewer positions each in that time period). Both of these Section Heads indicated that although the staffing represented a significant time burden, the burden associated with staff development and staff relations after the individuals were TOS was even greater.
4. There appears to be a correlation between DRDC Centres and the 'yes' or 'no' answers to the perception of workload. All three Section Heads at DRDC Suffield, as well as four out of the five surveyed from DRDC Valcartier, indicated they had insufficient time in their workweek (averaging 54 hours) to accomplish all the important tasks. By contrast, all section heads from DRDC Atlantic, DRDC Ottawa, and DRDC Toronto responded in the affirmative. It appears that occurrences of excessive workload may be context specific, requiring solutions that are tailored to the situation. It also suggests that local management should be sensitive to non-recurring demands, such as high levels of recruitment, and have in place plans to deal with surge capacity.

5. Almost all of the Section Heads surveyed were satisfied with the quality of administrative support that they currently have but, at the same time, 7/21 indicated that they need more than they currently have, while another 3 already have additional administrative support above the standard one AS per section. Several Section Heads noted the need for more routine support for things like ClaimsX entry. However, other Section Heads indicated that they need support more along the lines of what an executive assistant or Deputy Section Head could provide. Overall, managers expressed greater need for program or project support, rather than routine administrative support. The table below summarizes the requirements derived from the results of the survey. Again the requirements appear to be driven by local needs, and therefore are conducive to local solutions. For example, Toronto is in the process of standing up the Human Effectiveness Experimentation Centre (HEEC) to support exploitation and project management using a combination of existing positions and current vacancies to staff. It also transfers the responsibilities for large facility management from the Sections to the HEEC, thereby allowing the Section Heads to focus on the S&T program. This will essentially address the solution proposed by Toronto at the time of this survey.

Table 1. Requirements for additional administrative support across the Centres.

DRDC CENTRES	PROPOSED ADDITIONAL MANAGEMENT SUPPORT
<i>Atlantic</i>	One PG 3 R&D Contracting Officer plus one AS 03 local Thrust Coordinator
<i>Valcartier</i>	Three CR 04s each providing clerical support to an R&D sector
<i>Ottawa</i>	Two AS 03s for a shared program and plans cell for support to scientific section heads
<i>Toronto</i>	Two ENG 04 for a project management cell to reduce Section Head program management workload
<i>Suffield</i>	Two ENG 04 for a project management cell to reduce Section Head program management workload

In summary, it would seem that Group Heads' notions of managerial workload has a basis, and is derived from their perceptions of Sections Heads' workload. Further, it can be concluded that a significant proportion of Section Heads in DRDC believe they are overworked, and are dissatisfied with the reward structure offered by the managerial stream.

Corporate Services Managers

In an email survey, Corporate Services Managers were asked the following questions:

- a. Is your position line or staff on the org chart and is the org chart a good reflection of reality?
- b. Give an indication of your workload by estimating the number of additional hours you work each week above the 37.5 hours in a standard work week?
- c. Do you feel you have adequate Administrative support?

Generally CSMs report work-weeks in the 40-50 hour range although several admit to taking home reading material. One Acting CSM reported a heavy workload due to the need to cover off both the acting and substantive positions. Considering the small sample, one can only report general impressions. Overall workload within the centre CSMs appears manageable and administrative support is generally good.

Deputy Director Generals/Chief Scientists

An ad hoc survey was conducted of three DDGs and 3 Chief Scientists. Two of the three DDGs reported work weeks in the 60-70 hour range while the third reported a more reasonable 45 hour schedule. The 3 Chief Scientists reported work-weeks ranging from 45 to 55 hours. One typically works 0800 to around 1700 but works through lunch.

Directors

Seven DRDC Corporate and DRDC Programs Directors were interviewed in person. The average workweek was 55 hours (the median was the same) and the peak was 67 hours per week. It was noted that some cases of heaviest workload were as a result of vacant positions in the directorate.

Summary of the findings of Task 1

Table 2 shows the number of civilian managerial positions within DRDC at the time of the surveys. There are approximately 90 positions overall, with the majority drawn from the DS community. Approximately 40 of these positions are at the Section Head level. In the survey of Group Leaders 11/55 (20%) of DS respondents indicated an interest in joining the management cadre. As Group Leaders are the natural recruiting pool for Section Heads, there is a reasonable expectation that Section Heads positions can be successfully refreshed as they become available to the extent that one can extrapolate from these raw numbers. It is likely that the situation will vary from sector to sector, and one might expect that competition will be somewhat diminished due to the limited size of the pool.

In summary there are some common themes echoed in the results of the surveys. Managers feel workload pressure in their day-to-day activities. Further, as seen from the Table below, hours worked has either stayed the same or has increased significantly since 2002. The 2002 figures are from the MET survey for the whole management cadre. The 2006 figures are from Expedition 07 and are averaged across the management cadre for each organisation.

It seems the current normal within the Agency for the management cadre is around 50 hours per week as shown in Figure 2 (median 47.5 hours, mean 50.3 hours and upper quartile 53 hours). If 50 hours per week is considered reasonable for the role of a manager in the Public Service, then it is possible to hold the demands at this level but only by clearly prioritising and negotiating expectations. Change generates new initiatives and adds to workload. As the Agency pursues the Enterprise concept, at Agency, Departmental and Federal levels, it might be expected that managerial demands will increase due to expanding roles and responsibilities.

Table 2. Civilian managerial position within DRDC

	TRADITIONALLY DS INCUMBENTS						KTEM	CSM	Totals
	ADM	DG	Director	DDG	ChS	SH			
DRDC Corporate	1	3	13		1				18
CSS		1							1
DRDC Atlantic		1		1	1	10		1	14
DRDC CORA		1	2	1	1	5			10
DRDC Ottawa		1		1	1	6	1	1	11
DRDC Suffield		1	1	1	1	4	1	1	10
DRDC Toronto		1	1	1	1	5	1	1	11
DRDC Valcartier		1		1	1	11	1	1	16
Totals	1	10	17	6	7	41	4	5	91

Table 3. Two snap shots of the average length of the work-week by organisation.

	Toronto	Corporate	Programs	Atlantic	Ottawa	Suffield	Valcartier
2002	42.1	40.6	54.4	43.7	43.5	51.1	44.6
2006	50.6	57.3	54.7	44.9	49.6	53.7	52.0

The MET report called for the Centres and the Agency as a whole to work smarter, streamline and be more efficient in our procedures, and to create and put in place effective tools for conducting business. There is no sign that demands on the management cadre will moderate and therefore workload management will be key to ensuring the effective functioning of DRDC. Across the Agency each centre has responded with local initiatives to streamline operations, but perhaps no Centre has all the solutions. It is time to share best practices.

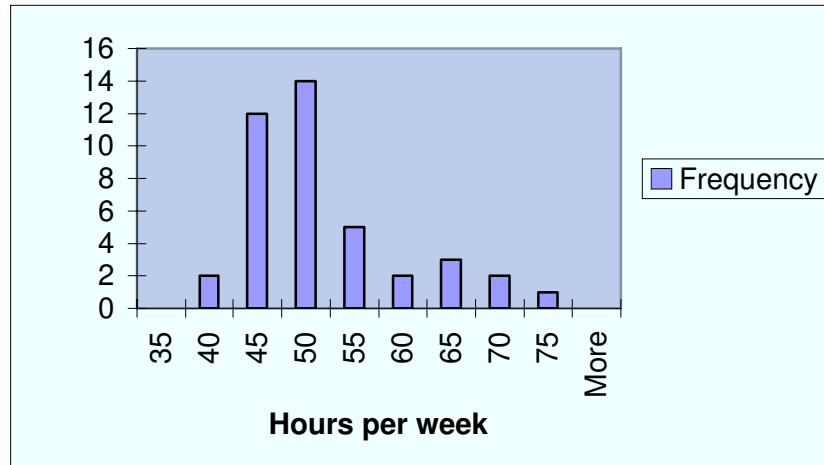


Figure 2. Weekly hours worked by 41 Members of the DRDC Management cadre.

Task 2: Management competencies required in the new environment

In June 2006, an earlier version of what is now described as the Public Service Key Leadership Competencies Profile (KLCP)² was distributed to team members. Then known as the Public Service Leadership Competencies (PSLC), the list was distributed for analysis as a potential model for DRDC. Initial assessment suggested that the PSLC was suitable for use without amendment, although reformatting was suggested for the purposes of the DRDC corporate style. The previous PM endorsed the relevance of the PSLC as a model for DRDC. He further advanced the opinion that "...the format of the PSLC is quite different from DRDC competencies developed to date, whether the core competencies, stream competencies, or technical/professional competencies. In particular, the PSLC do not define levels for competencies, but instead make explicit assignments of indicators to five levels of leadership: supervisor, manager, director, director general, and ADM, for each of the leadership competencies."

The PLSC has been further refined and simplified around 4 core competencies yielding the KLCP (see Table 4). The four core competencies are:

- Values and Ethics,
- Strategic Thinking,
- Engagement, and
- Management Excellence

² http://www.psagency-agencefp.gc.ca/leadership/klc-ccl/intro_e.asp

Table 4, following, compares DRDC’s Core Competencies with the KLCP. It is apparent that there is considerable overlap with the Core Competencies and that the KLCP offers a potential solution to the definition of as-yet undefined Management Career Stream Competencies. Although there are differences in the two descriptions, these differences are small in substance for what is largely a subjective exercise at this level of description. There is still the potential to use the expanded categories of the PSLC to flesh out the skeleton of the KLCP.

Table 4: Alignment of DRDC Core Competencies and Public Service Leadership Competencies

DRDC CORE COMPETENCIES	KLCP/MANAGEMENT COMPETENCIES
<p>Professional Integrity: Behaving in an ethical manner, for example, dealing with others honestly, respectfully and fairly.</p>	<p>VALUES AND ETHICS — Serving through integrity and respect</p> <p>Public Service (PS) leaders serve Canadians, ensuring integrity in personal and organizational practices, and respect people and PS principles, including democratic, professional, ethical, and people values. They build respectful, bilingual, diverse and inclusive workplaces where decisions and transactions are transparent and fair. They hold themselves, their employees, and their organizations accountable for their actions.</p>
<p>Creativity and Innovation: Generating innovative solutions, approaches, products or services that improve the status quo.</p>	<p>STRATEGIC THINKING — Innovating through Analysis and Ideas</p> <p>PS leaders advise and plan based on analysis of issues and trends, and how these link to the responsibilities, capabilities, and potential of their organization. They scan an ever-changing, complex environment in anticipation of emerging crises and opportunities. They develop well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflect the strategic direction of the PS, and position the organization for success.</p>
<p>Leadership: Actively and enthusiastically seeking to exert influence and originate action to achieve the organization’s mission.</p> <p>Client Focus: Bringing excellence to internal and/or external clients by focusing efforts on discovering and meeting their needs.</p> <p>Teamwork: Demonstrating effective interpersonal skills, and working cooperatively and effectively with others inside and outside the Agency to achieve common goals.</p>	<p>ENGAGEMENT — Mobilizing people, organizations, partners</p> <p>PS leaders engage people, organizations, and partners in developing goals, executing plans, and delivering results. They lay the groundwork by building coalitions with key players. They mobilize teams, building momentum to get things done by communicating clearly and consistently, investing time and energy to engage the whole organization. They use their negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes. They follow and lead across boundaries to engage broad-based stakeholders, partners, and constituencies in a shared agenda and strategy.</p>

DRDC CORE COMPETENCIES	KLCP/MANAGEMENT COMPETENCIES
Results Orientation: Focusing efforts on achieving high quality results consistent with DRDC's vision.	<p>MANAGEMENT EXCELLENCE — Delivering through Action Management, People Management, Financial Management</p> <p>PS leaders deliver results by maximizing organizational effectiveness and sustainability. They ensure that people have the support and tools they need and that the workforce as a whole has the capacity and diversity to meet current and longer-term organizational objectives. They align people, work, and systems with the business strategy to harmonize how they work and what they do. They implement rigorous and comprehensive human and financial resources accountability systems consistent with the Management Accountability Framework (MAF). They ensure that the integrity and management of information and knowledge are a responsibility at all levels and a key factor in the design and execution of all policies and programs.</p>
	<p><i>Note: As this column lists leadership qualities, one would not expect to find Leadership repeated as a core competency. The notion being, that good leadership will likely follow with the demonstration of these competencies.</i></p>

In view of the existence and acceptance of the KLCP within Government, there seems to be no good reason for DRDC to create an additional set of core competency statements for supervisors and managers.

Task 3: Compensation study

A contracted compensation study was originally proposed, but A/DRDHR advised that compensation data were compiled under the authority of a joint NJC/TBS activity. The Treasury Board Secretariat and the National Joint Council collaborate on salary research in support of collective bargaining. The results of this activity are considered definitive between the employer and the bargaining agents, and so it would be inappropriate to undertake alternative approaches to compensation review, such as contracting. DRDHR has links to this TBS/NJC activity. Subsequent investigation indicated that Treasury Board will not permit the Agency to conduct independent surveys outside of the NJC/TBS negotiations, particularly if comparisons are being made with the public sector.

Note that there was a key assumption in this WBE. The management compensation problem is one associated mainly with DS managers, where incumbent-based classification could result in salary inversion. This is very much the exception in Corporate Services or Technical management, where organizations ordinarily utilize position-oriented occupational groups.

So the issue of compensation for managers in DRDC is still a somewhat open question. One can assume that members' decisions concerning career advancement within the organisation are based on the perceived rewards of pursuing one path versus another. For DSs there is basically no strong financial incentive to pursue the management stream as for this group there is an alternative. If one accepts the claim that the DRDC Manager's compensation package is not out

of line with other Government managerial groups (e.g., the Ex Group) then the argument turns to other rewards that might guide career choices.

Task 4: A mentoring program for Group Leaders and Managers

This was one of the most successful activities of the work package in the sense of achieving a tangible, visible and valued outcome. From February 2003 through November 2005, DRDC executed a pilot program for 24 management aspirants (scientific group leaders or corporate services supervisors). The pilot formed and tracked 24 mentorships. Participation was voluntary. Mentees were drawn from Group Heads, and mentors from the population of senior leaders 2 or more levels above Group Head. The pilot included a facilitated matching process using customized profiles, a one-day orientation session for mentors and mentees and close monitoring and support over one year and a detailed evaluation. Of the 24 pairs, 8 were made up of mentors and mentees from the same Centre, while 16 of the pairs were made up of a mentor from one Centre and mentee from another.

Overall, the pilot was highly successful. Twenty-two of 24 mentor/mentee relationships stayed together for the duration of the pilot and reported positive outcomes. Mentees reported receiving short and long term career guidance, support in the performance of their current role, management development, a realistic preview of the management role, insight into another Centre, a broader understanding of DRDC and a safe place to discuss issues of work-life balance. Mentors described the experience as personally rewarding. They reported such benefits as learning about another Centre and insight into their own leadership style.

Based on the success of the pilot, a Mentoring Implementation Team (MIT) was formed for the rollout of an operational program. The team comprised: Jocelyn Tremblay (CORA), Rohit Deengar (Toronto), Julie Lefebvre (Ottawa), Brian Sabiston (Suffield), James L. Kennedy (Atlantic), Michel Ducharme (Valcartier), and Jacques Lavigne (Programs and Corporate). Dr. Manny Radomski provided staff leadership in the pilot and continued with the roll-out to provide transitional expertise. DRDHR expressed support for an operational program and assigned Lynn Rockwell to provide staff support to the roll-out and ongoing program, subject to further clarification of the roles and responsibilities of the MIT, the program manager/champion, and DRDHR.

The target community for the operational mentoring program are group leaders, team leaders and supervisors who aspire to entry into the management cadre. Extension of the target community to project managers, new managers, or even staff aspiring to supervisory positions should be possible, and is recommended, early in the program's life. Mentoring for new employees is not recommended; coaching is more appropriate for that community.

The operational program was rolled out in April 07, with the first feedback on program performance received during May. Following is the status as on May 24, 2007:

- Valcartier – majority of pairs had met two to three times; orientation manual very useful; MIT provided additional advice to one mentor;
- Suffield – all mentors and mentees have met; good progress to date; recognized program latitude of not having a mentoring agreement between pairs;

- Toronto – all partnerships have been initiated; may need to look for a mentor for one mentee as the existing Mentor is leaving DRDC;
- CORA – all mentors and mentees have met and they seem to be very pleased with the program; one mentor had asked for additional information; one mentee asked whether demographics had been considered in partnering; some MIT discussion about travel between centres and the need for mentors and mentees to make time to meet with their mentoring partners; question raised as to what will be done with this evaluation data;
- CSS – Manny Radomski reported that he would follow up with one outstanding mentor; all other evaluations had been submitted;
- Ottawa, Corporate Office, Atlantic – Programme launched.

Task 5: Training courses and development assignments for staff to acquire the necessary KLCP for key management positions

Under contract a *Management Development Course Curriculum* was developed for Supervisors, Managers/Section Heads, Directors/DDGs/Chief Scientists to address their learning needs. The contractor's final report³ identified courses for each group in the management cadre categorized as follows:

- Mandatory courses (as mandated by policy, they have no choice)
- Recommended courses (to build their leadership competencies)
- Additional courses (to develop other competencies required for their role).

A course matrix was also developed for each group for easy reference by developmental area and by course provider to facilitate the selection of course(s).

The course providers listed in the report are:

- Department of National Defence (Learning and Career Centre, Canadian Forces College, Defence Planning and Management and the Canadian Forces Learning and Development Centre)
- Canada School of Public Service (CSPS)
- Canadian Management Centre
- The Banff Centre
- Niagara Institute
- Queen's School of Business
- Centre for Creative Leadership

³ Lamothe-Moir, C. (2007). Development of Recommended Management Development Courses for DRDC Managers. Halifax: Defence R&D Canada — Atlantic.

Each course outline identifies the corresponding Public Service” Key Leadership Competencies” it addresses. The courses offered in the report are by no means all-inclusive, as in the view of the contractor, numerous others could be identified to help DRDC management cadre develop their management competencies. Both time and financial constraints make it unlikely that one could undertake all of the training opportunities presented in the contractor’s report. However, the recommendations provide a good a starting point to help managers establish their individual learning plan. The recommendations for additional learning provide opportunities for managers to tailor their learning plans to address leadership competency gaps as required.

Conclusions and lessons learned

Although direct financial compensation is only one dimension of our reward structure, it is the easiest and most tangible to focus on. Besides compensation, there are other inducements to enter the management stream. Management gives one an ability to work with a motivated and capable team and to play on a larger and more integrative stage...aspects that are firmly imbedded in the promotional criteria of the DS Salary Administrative System as one advances. We need to bring forward into management people who see intrinsic rewards in being able to Influence, Work with People and demonstrate Leadership and then create an environment (a balance of demands and competencies) that allows them to achieve their target life-work balance. This will require a systems level approach that integrates most of the material presented through this work package. For example:

- Bring people into the management stream who value being able to *Influence, Work with People* and demonstrate *Leadership*.
- Develop management capacity through full staffing, mentoring, and tailored learning opportunities. Start building this capacity at the level of the Group Leaders and Supervisors.
- Develop a culture of prioritisation at the Centres and provide effective tools for conducting the business. Mobilise Centre Management Teams to assist in balancing the load...by promoting and using best practices that have been established and shared across the Agency.
- When partners both within and outside the Centres generate demands, set clear and realistic expectations about deliverables.

The irony of this study, so far as lessons learned, is that the resources necessary to run this project competed with the demands of the day jobs of the participants. As an addition to an already demanding managerial load for all participants (initiatives such as Expedition 07 will generally be seen as add-ons to the base load) the project did not always get the resources necessary to meet the task timelines. Therefore this project ran behind schedule throughout its life but did manage to achieve most of the objectives it set out to address. This is a testimony to the dedication and hard work of the team and its first Project Manager.

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(U) For DRDC to be successful in implementing its strategy for the future, it needs very capable managers at all levels, including both corporate services and DS managers. Although some leadership and management skills are enduring, the environment in which our managers operate is increasingly complex. DRDC needs to attract and develop managers and allow them to excel at managing around excellence, relevance and impact, in the environment that will result from the successful implementation of the DND S&T Strategy. Key skills include agility, flexibility, the ability to handle complexity, the ability to look externally, and the ability to build networks.

The objective of the Work Package titled Develop Management Capability was to provide recommendations that could be used to put in place the appropriate development programs to ensure that DRDC has a cadre of excellent managers now and in the future. Although the focus of the activity was on developmental aspects, issues such as workload, administration support, and compensation were also considered to ensure that de-motivators are addressed to the extent possible.

(U) Pour être en mesure de mettre en œuvre sa stratégie, RDDC doit avoir des gestionnaires très compétents à tous les niveaux, y compris des DS et des gestionnaires des services généraux. RDDC a toujours possédé certaines compétences en leadership et en gestion, mais l'environnement dans lequel nos gestionnaires évoluent est de plus en plus complexe. RDDC doit attirer et développer des gestionnaires, et leur permettre d'atteindre le niveau d'excellence, d'utilité et d'efficacité que nécessite la mise en œuvre de la Stratégie S&T pour la Défense. Parmi les principales qualités qu'ils doivent posséder, il y a l'agilité, la souplesse, l'aptitude à régler des problèmes complexes, l'aptitude à regarder vers l'extérieur, et l'aptitude à établir des réseaux.

L'objectif de la tâche « Renforcer la capacité de gestion » était de faire des recommandations susceptibles de faciliter la mise en place des programmes de perfectionnement appropriés pour que RDDC dispose d'une équipe d'excellents gestionnaires aujourd'hui et dans les années à venir. Bien que les efforts aient été centrés sur le perfectionnement, les autres aspects de la question comme la charge de travail, le soutien administratif et la rémunération ont été pris en compte, pour faire en sorte que les facteurs de démotivation soient éliminés dans la mesure du possible.

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(U) Expedition 07; change management; manager workload

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