

**DEPARTMENT OF NATIONAL DEFENCE**

**CANADA**

**ADM (HUMAN RESOURCES-MILITARY)**

**DIRECTORATE OF STRATEGIC HUMAN RESOURCES  
AND  
OPERATIONAL RESEARCH DIVISION  
SOCIAL SCIENCE OPERATIONAL RESEARCH TEAM**

**D STRAT HR RESEARCH NOTE 03/03**

**THE 1<sup>st</sup> MEETING OF THE ADM (HR-MIL)  
HUMAN RESOURCES ADVISORY BOARD, 29 – 30 SEP 2001:  
RECRUITMENT OF CANADIAN FORCES MEMBERS**

**By**

**Karen D. Davis**

**July 2003**

**OTTAWA, CANADA**



**National  
Défense** **Défense  
nationale**

## **OPERATIONAL RESEARCH DIVISION**

### **CATEGORIES OF PUBLICATION**

ORD Reports are the most authoritative and most carefully considered publications of the DGOR scientific community. They normally embody the results of major research activities or are significant works of lasting value or provide a comprehensive view on major defence research initiatives. ORD Reports are approved personally by DGOR, and are subject to peer review.

ORD Project Reports record the analysis and results of studies conducted for specific sponsors. This Category is the main vehicle to report completed research to the sponsors and may also describe a significant milestone in ongoing work. They are approved by DGOR and are subject to peer review. They are released initially to sponsors and may, with sponsor approval, be released to other agencies having an interest in the material.

Directorate Research Notes are issued by directorates. They are intended to outline, develop or document proposals, ideas, analysis or models which do not warrant more formal publication. They may record development work done in support of sponsored projects which could be applied elsewhere in the future. As such they help serve as the corporate scientific memory of the directorates.

ORD Journal Reprints provide readily available copies of articles published with DGOR approval, by OR researchers in learned journals, open technical publications, proceedings, etc.

ORD Contractor Reports document research done under contract of DGOR agencies by industrial concerns, universities, consultants, other government departments or agencies, etc. The scientific content is the responsibility of the originator but has been reviewed by the scientific authority for the contract and approved for release by DGOR

**DEPARTMENT OF NATIONAL DEFENCE  
CANADA**

**ADM (HUMAN RESOURCES-MILITARY)**

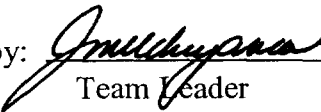
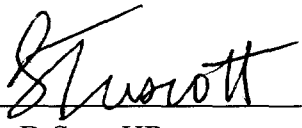
**DIRECTORATE OF STRATEGIC HUMAN RESOURCES  
AND  
OPERATIONAL RESEARCH DIVISION  
SOCIAL SCIENCE OPERATIONAL RESEARCH TEAM**

**D STRAT HR RESEARCH NOTE 03/03**

**THE 1<sup>st</sup> MEETING OF THE ADM (HR-MIL)  
HUMAN RESOURCES ADVISORY BOARD, 29 – 30 SEP 2001:  
RECRUITMENT OF CANADIAN FORCES MEMBERS**

**By**

**Karen D. Davis**

Recommended by:  Team Leader      Approved by:  D Strat HR

Directorate Research Notes are written to document material that does not warrant or require more formal publication. The contents do not necessarily reflect the views of ORD or the Canadian Department of National Defence.

OTTAWA, CANADA

July 2003

## **Abstract**

In March 2001, the Assistant Deputy Minister (Human Resources – Military) announced the stand up of an external Human Resources Advisory Board (HRAB) to act as a forum for discussion of human resources issues in Canada, and how they may impact on the Canadian Forces (CF) today and in the future. The presentations and discussions at the first meeting of the board focused on issues related to the recruitment of CF members. Acknowledging that the CF is leading the federal government in many areas of Human Resources, the board also noted that the CF does not sell itself well. Communication with the Canadian public and across the federal government in reference to what the CF as an organization and CF members actually do, as well as ‘branding’ of the CF to strengthen communication in direct support of recruitment were identified as key areas for improvement. This report provides an overview of the meeting presentations and discussions, followed by an analysis of key ideas and recommendations for enhancing HR strategy in the CF.

## **Résumé**

En mars 2001, le sous-ministre adjoint (Ressources humaines – Militaire) a annoncé la mise sur pied du Conseil consultatif des ressources humaines (CCRH) externe pour servir de forum de discussion sur les questions relatives aux ressources humaines au Canada et leur incidence sur le présent et le futur des Forces canadiennes (FC). Les présentations et les discussions de la première réunion du CCRH portaient sur les enjeux associés au recrutement des membres des FC. Conscient que les FC jouent un rôle prépondérant au sein du gouvernement fédéral dans bien des domaines relatifs aux ressources humaines, le CCRH a également remarqué que les FC ont de la difficulté à se mettre en valeur. Il a recensé deux éléments importants à améliorer : les communications destinées au public canadien et à l’ensemble du gouvernement fédéral au sujet des activités des FC et de ses membres ainsi que l’« image de marque » des FC pour accroître l’efficacité des communications visant à soutenir directement le recrutement. Le présent rapport offre un aperçu des présentations et des discussions de la réunion ainsi qu’une analyse des principales idées et recommandations pour améliorer la stratégie en ressources humaines des FC.

## Table of Contents

<b>Abstract</b> .....	<b>i</b>
<b>Résumé</b> .....	<b>i</b>
<b>Table of Contents</b> .....	<b>2</b>
<b>1.0 Background</b> .....	<b>1</b>
<b>2.0 Introduction</b> .....	<b>1</b>
<b>3.0 Discussion Themes</b> .....	<b>2</b>
3.1 Public Awareness of the CF.....	2
3.2 Recruiting Plans and Strategies.....	2
3.3 Leadership .....	3
3.4 Values.....	3
<b>4.0 Recommendations</b> .....	<b>3</b>
<b>5.0 The Way Ahead</b> .....	<b>4</b>
<b>Bibliography</b> .....	<b>5</b>
<b>Terms of Reference</b> .....	<b>A-1</b>
<b>Board Members</b> .....	<b>B-1</b>
<b>Agenda</b> .....	<b>C-1</b>
<b>Record of Discussion</b> .....	<b>D-1</b>

# **THE 1<sup>st</sup> MEETING OF THE ADM (HR-MIL) HUMAN RESOURCES ADVISORY BOARD, 29 – 30 SEP 2001: RECRUITMENT OF CANADIAN FORCES MEMBERS**

## **1.0 Background**

1. The Canadian Forces (CF), together with the Public Service of Canada and many sectors of the Canadian economy, face a challenging and changing human resource (HR) environment. In recognition of this developing human resource context, the Assistant Deputy Minister (Human Resources – Military) (ADM (HR-Mil)) Human Resources Advisory Board (HRAB) was established in 2001 as a forum for discussion of human resources issues in Canada, and how they may impact on the CF today and in the future. The HRAB is chaired by ADM (HR-Mil) and includes up to a maximum of six senior and experienced human resources professionals and executives from the Canadian private sector and the public sector external to National Defence. Further details in reference to the requirement, role, conduct of meetings, and membership can be found in the HRAB terms of reference, included at Annex A, which was promulgated by ADM (HR Mil) in March 2001 (ADM (HR Mil), 2001).

## **2.0 Introduction**

2. The first meeting of the HRAB was held in Québec City, September 2001, and focused on issues impacting the recruitment of CF members. The board members were provided with presentations on current CF status and initiatives in the areas of HR strategy, external and internal driving factors, HR reform, recruiting, retention and attitudes, and values. The discussion generated numerous insights and recommendations related to public awareness of the CF, recruiting plans and strategies, the role of leadership, and values. A list of the HRAB members who attended this meeting is included at Annex B.

3. The purpose of this paper is to present an analysis of the discussion at the 1st meeting of the HRAB, including the resulting ideas and recommendations for HR in the CF.

### **3.0 Discussion Themes**

4. Discussion themes are presented on the agenda (see Annex C) to provide board members with a sense of the challenges that the CF is facing in developing and implementing HR policy and direction. However, these themes act as a guide rather than a prescriptive agenda for the board meeting. The discussion themes presented below represent an analysis of recurring themes and/or significant issues that were addressed in the discussions and are not directly related to the themes presented on the agenda. Each theme is discussed briefly below and a detailed point form record of the meeting discussion is presented at Annex D.

#### **3.1 Public Awareness of the CF**

5. There was general agreement among board members that the Canadian public does not have an adequate level of awareness or receive a consistent enough message about the contributions of the CF and its members to enhance attraction and recruitment efforts. It was suggested that all members of the CF have a role in communicating information about the CF, and that senior leadership has a key role to play in terms of placing a higher priority on communication, determining where the messages should be targeted, and providing tools to assist in the promulgation of a consistent and effective message. The discussion generated numerous suggestions to enhance communication about the CF, such as the development of a 'storyboard' that could be used as a tool in conveying a consistent message, inviting interested journalists to produce a series of articles on the CF, increasing CF participation on inter-departmental committees and profiling CF volunteer contributions to their respective communities. In addition to general public awareness, the importance of creating 'strategic' awareness throughout the federal government was also highlighted.

#### **3.2 Recruiting Plans and Strategies**

6. In direct support of recruiting efforts, the board members agreed that a CF image must be consistently portrayed more positively than it has been in the past. Discussion suggested that aggressive marketing focused on the needs and motivations of people could include, for example, building a 'brand' or 'CF image' for marketing purposes, increased participation of members in schools, hosting activities to introduce targeted civilians (eg. youth, teachers) to the CF, post secondary career fairs featuring CF equipment, effective use of technology and other tools to communicate CF messages, and communication targeting for both short and longer term results. Continuous examination of selection criteria to ensure relevance was also considered to be an important part of

recruiting strategy. Overall, discussion highlighted the key role that all members play in communicating information about CF activities and the value of membership in the organization, and the indirect, but significant, contribution that an increased public awareness of the CF would contribute to CF attraction and recruitment efforts.

### **3.3 Leadership**

7. The significance of leadership involvement and the various roles of leadership in communicating the CF message was a common theme throughout the discussions. Suggested roles for leadership in promoting the CF ranged from guidance and commitment to communications strategy and policy to the role of public speaker and ambassador for the CF. The board suggested that, overall, senior leadership should be more involved and more highly visible outside of the CF through participation in community events, public and private forums, etc.

### **3.4 Values**

8. A presentation of the findings of Environics values research, as well as the ongoing work in the development of CF HR principles was considered significant to the future of HR in the CF, and thus generated considerable discussion. The changing demographic landscape in Canadian society was considered key to the values discussion, including the possibility that the CF has not fully explored the values and beliefs of sub-cultures within Canada and the potential impact that such information could have on recruitment and retention of Canadians in the CF. It was noted that as individuals will leave an organization when there is a poor fit between their values and the values of the organization, CF awareness in this area also has the potential to impact retention and attrition. Although it was noted that, overall, individuals were likely to leave the CF for reasons similar to those leaving private sector jobs, family stability was identified as a key reason for leaving the CF. This factor was compared to research indicating that private sector employees are more likely to leave a job as a result of dissatisfaction with their immediate manager. The board expressed the belief, that because of the unique demands of military service on members and their families, it is important to strengthen the CF 'social contract' with its members.

## **4.0 Recommendations**

9. In terms of recruitment specifically, the HRAB confirmed that the CF is on the right track. They also noted that in some areas of HR the CF is leading the government.



The focus of the recommendations provided by the HRAB was based upon the board's overall belief that the CF does not understand important aspects of communication and as a result 'undersells' itself and has become marginalized in Ottawa. Communication with the Canadian public and across the federal government in reference to what the CF and CF members actually do, as well as 'branding' of the CF to strengthen communication in direct support of recruitment were identified as key areas for improvement. It was also suggested that congruence between the values of the organization and the values of members and potential members is integral to successful HR strategy. The recommendations presented below provide a summary of the key ideas raised by the HRAB:

- a. Develop separate but integrated communications strategies for internal, government and external audiences;
- b. Diversify recruitment strategy to target an inclusive range of communities in Canada, ex-CF members, and the international community;
- c. Incorporate effective use of various mediums in communications and recruitment strategy;
- d. Conduct research to compare CF practices and experiences with public and private employers;
- e. Share CF experiences outside the organization (schools, community organizations, etc.);
- f. Develop communications expertise within the CF and professional speaking ability of CF members, with a focus on senior leadership; and
- g. Strengthen the 'social contract' between the CF and its members.

## **5.0 The Way Ahead**

10. The next meeting of the HRAB was scheduled to take place at the Royal Military College (RMC) in Kingston, Ontario in May or June 2002 to continue discussions related to HR strategy and the 'learning organization'.

## **Bibliography**

ADM (HR Mil). 2001. "The Human Resource Advisory Board", 5000-28 (COS ADM (HR)), dated 26 Mar 02, (Memorandum from ADM (HR Mil) to CMS, CLS, and CAS communicating terms of reference and establishment of the HRAB).

## **Terms of Reference for the ADM (HR-Mil) Human Resources Advisory Board**

### THE HUMAN RESOURCES ADVISORY BOARD

#### Background – the Requirement for a Human Resources Advisory Board

1. The Canadian Forces, together with the Public Service of Canada and many sectors of the Canadian economy, face a challenging human resource recruitment and retention environment in the immediate future.
2. Some observers characterize this challenge as requiring a near-total shift in assumptions about the Canadian labour market after a century of 'buyers market' conditions. Because of demographic trends and a changing work force structure resulting from new technologies, the labour market is considered to have become a 'seller's market'. Competition for the best people has always been keen, but with predicted shortfalls in many professional and technical areas, competition will become exceptionally intense. The oft-repeated adages that people are 'our greatest strength', 'most important/precious resource', 'foundations for the future' etc. will be a fundamental fact – the right people will be a strategic necessity for organizations to survive at all.
3. Organizations are also changing. The 'learning organization' approach will be necessary in order to adapt to rapid change. An 'integrated strategy' will be required in which human resources are an essential 'capital' component of business development, and involved in long-range planning from the beginning. A 'partner relationship' across various organizational segments will mean a sharing of responsibility for the management of the 'human capital resource'. All of which means that 'recruiting and retention' become a constant strategic, operational and tactical reality.
4. In this environment, the Canadian Forces must be attuned to the issues, trends and events that will affect their access to 'the right people'. This will not be an easy task, for we cannot anticipate any external circumstances which will lead to a new national interest in the military as a career. The impetus must therefore come primarily from within.
5. Perhaps the most fundamental step is to restore the visibility of the CF for young Canadians and to present a military career, or at least a period of military service, as a viable option. Unfortunately, for most young men and women in Canada today, the CF is not even a consideration when they make career choices. This generally does not result from any anti-military sentiments; rather it simply never enters their minds to consider the option. This is a central problem.
6. We will address visibility and awareness through our public affairs and recruiting campaigns, both of which are progressing well. Once we attract potential recruits, however, the organization must be seen to be interesting and relevant to them. It must be different from their previous experience in terms of what is offered in opportunities for travel, training and employment; it must also appeal in terms of the traditional military ethos, leadership and responsiveness to national needs.

7. While distinct and in many ways unique within Canadian society, the military profession, is also very much part of that Canadian society. While this obviously applies to ethics, values and obligations under the Law, military conditions of service, benefits and remuneration, as well as employment policies, individual development and advancement should not be so different from the normal Canadian workforce practices as to be deterrents to recruitment or retention.

8. Once enrolled, the process by which civilians become members of the Canadian Forces involves not only the donning of uniforms, but also accepting and adapting to the concept of service to Canada with unlimited liability. To do so requires a significant period of education and training in the 'profession of arms'. This is well beyond a 'corporate orientation program'.

9. The challenges facing all Canadian employers, including the Canadian Forces, are expected to be particularly acute in those larger industries or organizations with multiple technical and professional skill requirements. Significant entry pay differentials, different recruitment and retention incentives, and perhaps working conditions and benefits, will likely make 'standard pay scales' and performance / service increments part of history rather than the future. Fluctuations in the supply/demand of specific skills will further complicate matters.

10. For the Canadian Forces, therefore, as with the private sector, it will be most important that those charged with recruiting and developing military personnel be aware of issues, trends and events that can affect 'human capital' supply and demand. The Canadian Forces leadership must see and hear how other components of Canadian society are perceiving and reacting to human resources issues. We believe that the best way to achieve this is through dialogue with senior private sector human resource professionals.

#### The Role of Human Resources Advisory Board

11. To accomplish this, a Human Resources Advisory Board will be established to provide a forum for discussion of human resource issues in Canada, and how they may impact on the Canadian Forces.

12. The Human Resources Advisory Board will constitute a group of senior and experienced human resources professionals and executives, largely from the Canadian private sector, who will volunteer to participate in regular (semi-annual) meetings to discuss current and foreseen human resources issues in Canada. These discussions would be aimed at exchanging views and experiences, and identifying the major trends and concerns that will affect HR policy decisions in Canadian private and public sector organizations. The application of these considerations to Canadian Forces HR policy development will constitute the core business of the HRAB. Implicit in the establishment of the HRAB is the assumption that there will be mutual benefit for the members, and that all participants will take away information and experience that will be of value to them personally and to their organizations.

#### Conduct of Meetings

13. The HRAB will normally meet twice per year at various locations in Canada. The meetings will be in a 'retreat' setting, normally over a weekend, or at other agreed times. An external facilitator will identify relevant issues, develop the agenda, and assist with meetings. The meetings will have both formal and informal components. The formal components will be facilitated, structured discussions based on a specific agenda. The facilitated discussion

will be aimed at identifying a problem, its likely outcome and possible means to solving or alleviating it. Depending on the topics to be addressed, a variety of approaches may be used. In some cases, a draft policy may be circulated for review and form the subsequent basis for discussion. In other cases, a particular problem may be presented and view points solicited. Advance reading and preparatory material will be provided for all meetings.

14. Informal components are more social in nature, but may include an experiential visit to a CF installation or a civilian organization where certain HR issues can be seen first-hand. It is assumed that some of the most productive discussions and input may be realized in the informal social context, eg. over dinner.

15. Because this is intended to be a 'volunteer' activity, and probably held on weekends, every effort should be made to include spouses. Transportation for spouses would be the responsibility of the Board member. Expenses for members, including transportation, would be borne by DND.

16. Key recommendations and advice from the HRAB will be consolidated in an appropriate format and incorporated in HR policy development. Minutes per se or a transcript of discussion will not be maintained.

#### Membership of the Human Resources Advisory Board

17. Human resources in the Canadian Forces cover the whole spectrum from administration and services, technical, engineering, professional (medical, dental, law) to the specialized military professional roles in land sea and air operations. Few industries or organizations in Canada employ such a range of skills, and virtually none employ the specialized military personnel. To directly compare with a civilian private sector organization in all respects is virtually impossible.

18. There are, however, many organizations in the private sector which have multi-disciplinary technology-based workforces, some which are a mixture of publicly regulated but privately operated (hospitals), and others which operate at the leading edge of technology, still requiring the spectrum of administrative, sales and marketing staffs. Managing the mixtures and issues with some specific skill-sets would still be of interest to the CF.

19. To maximize the benefit from a Human Resources Advisory Board, the broadest possible representation should be sought, considering both professional background and the regional and cultural diversity of Canada.

20. The Human Resources Advisory Board should therefore constitute six civilian members, representing high technology, engineering and mixed technology, communications and media services, health services (public/private interface), HR education/ professional development, and general HR management. Other areas may be represented as appropriate. Membership will be voluntary (unpaid) with expenses covered. HRAB members will be invited to contribute their expertise and advice to the development of enhanced personnel policies for the Canadian Forces. This is an activity which will benefit the institution charged with the defence of Canada. The members will therefore be making a valuable contribution as Canadians to their nation. Membership in the HRAB will provide opportunities for interchange of ideas and for unique and interesting personal experiences.

21. Membership will be solicited for an initial period of two years (up to four meetings). The first meeting is tentatively proposed to be held in La Citadelle in Quebec City in mid September.
22. The Canadian Forces will be represented by senior leadership of the ADM HR(Mil) Group. Exact representation will vary with topics to be addressed. Representatives of the Environments (Army, navy, Air Force) or other Groups may be asked to participate as circumstances dictate.
23. Potential HRAB members will be contacted to discuss the overall concept of the HR Advisory Board and to determine their willingness to serve. This contact may elicit new ideas about such a Board, and also may reveal some conditions for participation. After the preliminary contact and continuing until a suitable 'suite' of members has been confirmed, the terms of reference will be modified as necessary, confirmed and finally accepted by all concerned.
24. The effectiveness and value added from the HRAB will be assessed after the first year.
25. Members will be appointed by ADM HR(Mil).

**Board Members:  
the 1st Meeting of the Human Resources Advisory Board**

Lieutenant-General Christian Couture  
Assistant Deputy Minister (Human Resources – Military)  
Canadian Forces

Rear-Admiral Glenn Davidson  
Chief of Staff  
Assistant Deputy Minister (Human Resources – Military)  
Canadian Forces

Commodore John Olsen  
Director General Military Human Resources Policy and Planning  
Canadian Forces

Ms. Susan Truscott  
Director Strategic Human Resources  
Canadian Forces

Mr. Peter Becke  
Executive Officer  
Nortel

Dr. Carol Beatty  
Director  
School of Industrial Relations  
Queen's University

Dr. Katy Bindon  
President  
Okanagan University College

Mr. Dan Burke  
Director General Corporate Learning Programs  
Canadian Centre for Management Development

Dr. Don MacNamara  
Associate Professor  
School of Business  
Queen's University

Mme Michèle Perryman  
Perryman, Francisci & Associates

## Agenda

### 1<sup>st</sup> Human Resource Advisory Board Meeting

#### ▪ Saturday, 29 September

- Breakfast at the *Citadelle*, 0730-0800 hours
  - Briefing by ADM – TTCP briefing to describe where we are going in general (30-40)
  - Briefing by COS - HR Reforms
  - Coffee break
  - Briefing by DGMHRPP to focus on the Recruiting and Retention issue
  - Briefing by S. Truscott – changing values in Canadian society
  
- Working lunch in the *Fortunado* Conference Room

**Lunch discussion theme: Corporate approach to image building.**

How to address problems of perception? Discrepancy between internal reality and external perception. How coherent public image and internal reality have to be? Challenges and costs to image change. Does image change necessarily require cultural change? Mistakes we can learn from. Tools and steps to image building.

- Afternoon
  - **Discussion theme: Nature of the workforce**  
Responses to the values material. How relevant is it to their experience? Challenges private sector encounters with nature of workforce? Competing goals and priorities. Best practices in terms of dealing with diversity (age, gender, culture, and values differences).
  - **Discussion theme: Recruitment and retention challenges**  
How to recruit the best in a very competitive environment? Best practices for retention. Best practices in compensation and benefits, motivation and rewards. How to foster loyalty to the institution? Costs of attrition.
  - **Discussion theme: Profession and career flexibility**  
Concept of professionalism. Is the concept of a learning institution adequate or promoted in the private sector? If so, what are the best practices? Pace of change and employees' training and competencies. Occupational orientations and quality of life (quality of life concerns and organization commitments).
  
- Dinner at the *Citadelle*
  - 16:00 hours Visit of the Musée du 22<sup>ième</sup> Régiment Royal



▪ **Sunday, 30 September**

- Breakfast at the Naval Reserve Head Quarters, 0730-0800 hours
- Morning discussions
  - **Discussion theme: What does it mean to be a “learning organization”?**  
How do they move towards a posture of learning organization? Possible impacts on retention. How do we create a successful transferability of skills between CF and industry? What in terms of contribution to the social capital?
- Lunch at the *Citadelle*
  - Wrap-up

## **Record of Discussion**

The Human Resource Advisory Board meeting was initiated with formal presentations to provide background to the external members. Presentations focused on HR Strategy, External and Internal Driving Factors, HR Reform, Recruiting, Retention and Attitudes and Values.

External members noted the high profile placed on HR, the coordinated strategy and high level support for HR, the numerous initiatives and the challenges that the CF, along with other organizations, face. The balance of the meeting was allocated to discussions primarily focused on recruiting and retention challenges and corporate image. The following summarizes the questions identified and explored and suggestions for improvements in these areas.

### **Public Awareness of CF**

- There was a general sense that the public does not know enough about CF and there is a need for the CF to improve communications in general, but particularly those related to HR communications.
- It was suggested that communication has to be taken more seriously by CF senior leadership, with senior leadership actively involved.
- It was noted that the best form of communication is talking with your people and many organizations in the private sector place much focus on this.
- Is the communication focussed in the right place and are we clear on what message will be received by the individual?
- The importance of communication in Ottawa as a strategic target was discussed, including the impact of controlled Public Affairs with Minister's Office. While the CF is not an agenda setter in Ottawa, we might try to be more visible. For example, there are some 125 inter-governmental committees many of which DND/CF and HR in particular could play a role.
- The CF might consider identifying interested journalists and producing a several part series focussing on HR
- The Tim Horton commercials and This Hour Has 20 Minutes production by Rick Mercier were identified as having a broad and positive communication impact.
- This is the Year of Volunteers; DND and CF personnel contribute substantially in this domain, but this remains invisible in Ottawa and large cities.
- We need to develop a consistent story, with a 5-6 yr experienced game plan for communication.
- It was noted that the CF is one of few employers who is able to offer stability to workers under 30 and this should be stressed.

- Who is speaking for the CF in a knowledgeable way? Who is the champion? The “Ambassador” role is extremely important, communicate with the external world and have consistent messages internally and externally.
- Good speeches really matter! Provide major league training in communications.
- Share skills and info on how companies communicate.
- Communicate to stakeholders.
- Story boards – consistent message
- Consider being more opportunist – related to current events.

### **Recruiting Plan and Strategy**

- How do you recruit the best in a very competitive environment?
- The public needs more info on the CF – the ordinary Canadian citizen needs to know more about the jobs/careers the CF can offer – what the CF does when not in war? This should all be shown in advertising.
- Consider more partnership with the private sector. The CF is a well-structured, disciplined organization – it should share its knowledge with the private sector.
- It was suggested that the CF continually examine its selection criteria.
- The members felt that the CF is on the right track to increase its recruitment.
- Individuals stay with organizations that have congruent values; the CF should therefore select people on the values that are expected.
- It was felt that the CF has not been able to capture everything in its advertising campaign – advertising is based on people and not on equipment. The CF must be able to adapt to today’s society and be more aggressive, base its advertising on solid market research, and focus on the benefits to the individual.
- Have career fairs, bring in colleges to recruiting centres; show your physical assets, training, environment.
- The leaders are Nortel’s best recruiters. They take their time as individuals to go to schools and talk to the students – this would be most helpful to the CF.
- The image of CF important for those considering joining. Members discussed the importance of the image of the CF and how it should be portrayed more positively.
- Again the lack of image and role of leaders in the recruiting process was identified.
- It was suggested that we build a brand/image; use interactive visits – start young, get into the schools and work with teachers and students.
- Let people know what it is like to work for the organization: show all aspects of military life and the socialization process; “live, work, play hard”. The attributes that go with the job need to be shown.
- Get more involved in local communities; wear military uniforms more and develop a “pride factor” e.g. raise money, sponsor rallies, get into the schools.

- Consider DND/CF active volunteer programs to teach teachers and students; bring Canadians into the military environment more frequently.
- Your own people are best recruiters, consider using them more fully in the recruiting process – some organizations pay their personnel to recruit others.
- Focus on re-recruiting your own people, your own people are the best recruiters.

### **Leadership**

- It was felt that in the CF, the public and employees don't hear from the senior management enough.
- It was suggested that leaders be more fully used in a recruiting role, with more visibility of leaders.
- The importance of leadership in private sector as reason for staying or leaving was highlighted.
- The ambassador role of senior leaders was identified as being very important, yet most are buried in internal committees.
- The members were impressed that the CF was making HR a leadership issue.

### **Job Mobility**

- In general, the sense was that employees want to be flexible.
- The rationale for frequent moving/postings was discussed. It was suggested that with new learning technologies, one can train without moving.
- It is expected that postings will become more difficult in the future.
- Distance learning and partnerships might facilitate a reduction in moves for training purposes.

### **Values**

- The members discussed the make-up of Canada and how it will change to a more minority-based society.
- There was a lengthy discussion on the general findings presented of the research produced by Environics. The CF is examining other work on values as well – from our Allies, particularly Australia.
- There are various groups in society that the CF is not currently tapping into – there is a need to explore their values and beliefs.
- People stay with organizations whose values fit – select values that fit organization.
- Focus on values of high performers.
- Considerable interest was expressed in the work on HR Principles, including the developmental process.

- At present, the top two main reasons for leaving the CF are the need for increased family stability and to avoid family separations, as opposed to the main reason for leaving the private sector which is the dissatisfaction of one's immediate manager (leadership).
- There is a need to strengthen the social contract.
- Reasons for joining/leaving are similar to other organizations.
- Military careers are valued by other organizations and in some cases military experience is directly sought. Partnerships may be attempted in areas where we are losing a great number of trained personnel.

### **Action Points**

- Consider seasonality in recruiting. Initiate in early fall – follow-up: look for students starting to make decisions.
- Bring teachers in for summer experiences and participate in the schools, colleges and universities.
- Bring in youth to see activities, assets, training, etc.
- Bring in civilian expertise for a particular assignment.
- Be more aggressive in terms of an international recruiting campaign.
- Consider an member referral program: pay for referrals which result in new members.
- Direct entry: Build on incentives, such as offering incentives to overseas universities, offer language training in Canada, targeted recruiting, signing bonuses, etc.
- Marketing vice branding.
- Consider broader use of movies for the Canadian public.
- Develop separate teams/strategies for internal, government, external communication.
- Paid advertising gets the full message out.
- Do all communication inside first, before going external.
- Search for internal stories.
- Use of DND testimonies for students, ethical dilemma – as learning tools.
- Get senior leaders more involved.
- Talk with employees more.
- Get involved in other organizations and groups, such as the Ottawa Centre for Research and Analysis (OCRA).
- Re-recruit people into the CF.
- CF needs to be more creative in its communication.
- Actively target the high school, college and university graduates.

- Media – use TV shows to depict what the CF really does and use as an educational tool. (eg. “JAG”)
- Comparative Research is helpful - share your ideas with others.
- Exchange ideas on human resources.
- Find interested journalists. Develop a communications strategy and develop a good relationship with journalists. The CF should be more opportunistic and create partnerships with the community, with newspapers, etc.
- Look at how the CF uses the website (design team, the CF needs a producer, graphic design.)
- The senior civil service marginalize the CF – the CF must break through this.
- More of a military presence in the community (boards, churches,) would portray a more positive image of the CF. The CF should act like a corporate citizen.
- Professional training of the top leadership in communication should be taken very seriously. The CF may want to consider bringing in retired good speakers back as spokespersons.
- Use leaders to “re-recruit” your own people

UNCLASSIFIED  
SECURITY CLASSIFICATION OF FORM

DOCUMENT CONTROL DATA (Security classification of title, body of abstract and indexing annotation must be entered when the overall document is classified)		
<p>1. <i>ORIGINATOR (the name and address of the organization preparing the document. Organizations for whom the document was prepared e.g. Establishment Sponsoring a contractor's report, or tasking agency, are entered in Section 8).</i></p> <p><b>SOCIAL SCIENCE OPERATIONAL RESEARCH TEAM AND DIRECTORATE OF STRATEGIC HUMAN RESOURCES, ADM(HR-Mil), NATIONAL DEFENCE HQ, OTTAWA, CANADA, K1A 0K2</b></p>	<p>2. SECURITY CLASSIFICATION (overall security classification of the document, including special warning terms if applicable)</p> <p><b>UNCLASSIFIED</b></p>	
<p>3. TITLE (the complete document title as indicated on the title page. Its classification should be indicated by the appropriate abbreviation (S, C or U) in parentheses after the title)</p> <p><b>THE 1<sup>st</sup> MEETING OF THE ADM (HR-MIL) HUMAN RESOURCES ADVISORY BOARD, 29 – 30 SEP 2001: RECRUITMENT OF CANADIAN FORCES MEMBERS</b></p>		
<p>1. AUTHORS (last name, first name, middle initial)</p> <p><b>DAVIS, Karen D.</b></p>		
<p>5. DATE OF PUBLICATION (month Year of Publication of document)</p> <p><b>JULY 2003</b></p>	<p>6a. NO OF PAGES (total containing information. Include Annexes, Appendices, etc.)</p> <p style="text-align: center;"><b>17</b></p>	<p>6b. NO OF REFS (total cited in document)</p> <p style="text-align: center;"><b>1</b></p>
<p>7. DESCRIPTIVE NOTES (the category of document, e.g. technical report, technical note or memorandum. If appropriate, enter the type of report e.g. interim, progress, summary, annual or final. Give the inclusive dates when a specific reporting period is covered.)</p> <p><b>RESEARCH NOTE</b></p>		
<p>8. SPONSORING ACTIVITY (the name of the department project office or laboratory sponsoring the research and development. Include the address).</p> <p><b>ADM (HR Mil) / DIRECTORATE OF STRATEGIC HUMAN RESOURCES</b></p>		
<p>9a. PROJECT OR GRANT NO. (if appropriate, the applicable research and development project or grant number under which the document was written. Please specify whether project or grant.)</p> <p><b>NIL</b></p>	<p>9b. CONTRACT NO. (if appropriate, the applicable number under which the document was written.)</p> <p style="text-align: center;"><b>NIL</b></p>	
<p>10a. ORIGINATOR's document number (the official document number by which the document is identified by the originating activity. This number must be unique to this document.)</p> <p style="text-align: center;"><b>RN 03/03</b></p>	<p>10b. OTHER DOCUMENT NOS. (Any other numbers which may be assigned this document either by the originator or by the sponsor.)</p>	
<p>11. DOCUMENT AVAILABILITY (any limitations on further dissemination of the document, other than those imposed by security classification.)</p> <p><input checked="" type="checkbox"/> Unlimited distribution</p> <p><input type="checkbox"/> Distribution limited to defence departments and defence contractors; further distribution only as approved</p> <p><input type="checkbox"/> Distribution limited to defence departments and Canadian defence contractors; further distribution only as approved</p> <p><input type="checkbox"/> Distribution limited to government departments and agencies; further distribution only as approved</p> <p><input type="checkbox"/> Distribution limited to defence departments; further distribution only as approved</p> <p><input type="checkbox"/> Other (please specify):</p>		
<p>12. DOCUMENT ANNOUNCEMENT (any limitation to the bibliographic announcement of this document. This will normally correspond to the Document Availability (11). However, where further distribution (beyond the audience specified in 11) is possible, a wider announcement audience may be selected.)</p>		

UNCLASSIFIED  
SECURITY CLASSIFICATION OF FORM

**UNCLASSIFIED**  
SECURITY CLASSIFICATION OF FORM

13. **ABSTRACT** (a brief and factual summary of the document. It may also appear elsewhere in the body of the document itself. It is highly desirable that the abstract of classified documents be unclassified. Each paragraph of the abstract shall begin with an indication of the security classification of the information in the paragraph (unless the document itself is unclassified) represented as (S), (C), or (U). It is not necessary to include here abstracts in both official languages unless the text is bilingual).

In March 2001, the Assistant Deputy Minister (Human Resources – Military) announced the stand up of an external Human Resources Advisory Board (HRAB) to act as a forum for discussion of human resources issues in Canada, and how they may impact on the Canadian Forces (CF) today and in the future. The presentations and discussions at the first meeting of the board focused on issues related to the recruitment of CF members. Acknowledging that the CF is leading the federal government in many areas of Human Resources, the board also noted that the CF does not sell itself well. Communication with the Canadian public and across the federal government in reference to what the CF as an organization and CF members actually do, as well as ‘branding’ of the CF to strengthen communication in direct support of recruitment were identified as key areas for improvement. This report provides an overview of the meeting presentations and discussions, followed by an analysis of key ideas and recommendations for enhancing HR strategy in the CF.

14. **KEYWORDS, DESCRIPTORS or IDENTIFIERS** (technically meaningful terms or short phrases that characterize a document and could be helpful in cataloguing the document. They should be selected so that no security classification is required. Identifiers, such as equipment model designation, trade name, military project code name, geographic location may also be included. If possible keywords should be selected from a published thesaurus, e.g. Thesaurus of Engineering and Scientific Terms (TEST) and that thesaurus-identified. If it is not possible to select indexing terms which are Unclassified, the classification of each should be indicated as with the title.)

HR Strategy  
Recruiting Strategy  
Communication  
Values  
Leadership

**UNCLASSIFIED**  
SECURITY CLASSIFICATION OF FORM



#519902  
CA022871

Canada 