

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 05/03

**THE 3rd MEETING OF THE ADM (HR-MIL)
HUMAN RESOURCES ADVISORY BOARD, 30 NOV – 1 DEC 2002:
THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE,
QUALITY OF LIFE AND COMPENSATION & BENEFITS**

By

Karen D. Davis

July 2003

OTTAWA, CANADA



**National
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OPERATIONAL RESEARCH DIVISION

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Recommended by:


Team Leader

Approved by:


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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 third meeting of the board, held 30 Nov–1 Dec 02, focused on the relationship between work-life balance, quality of life, and compensation and benefits in the CF. Discussion highlighted the potential impact of the CF as a learning organization, within the knowledge economy, on compensation, benefits and rewards strategy. In addition, emphasis was placed upon the significance of internal and external consultation and communication strategies in ensuring effective access and balance across a range of rewards and benefits for CF members and their families. This report provides an overview of the meeting presentations and discussions, followed by an analysis of key ideas and recommendations for enhancing CF strategy in the development of a culture which recognizes the value of service in the CF as represented through compensation, benefits and rewards for CF members and their families.

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). La troisième réunion du CCRH, tenue du 30 novembre au 1^{er} décembre 2002, traitait de la relation entre la conciliation travail-vie, la qualité de vie ainsi que la rémunération et les avantages sociaux dans les FC. Les discussions ont souligné l'incidence possible des FC en tant qu'organisme intelligent dans une économie du savoir sur la stratégie relative à la rémunération, aux avantages sociaux et aux récompenses. En outre, le CCRH a mis l'accent sur l'importance des stratégies de consultation et de communication internes et externes afin de garantir un accès à la vaste gamme de récompenses et d'avantages sociaux pour les membres des FC et leur famille et d'assurer un équilibre entre ces éléments. 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 des FC concernant l'élaboration d'une culture qui reconnaît la valeur du service dans les FC sous la forme de rémunérations, d'avantages sociaux et de récompenses pour les membres des FC et de leur famille.

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**THE 3rd MEETING OF THE ADM (HR-MIL) HUMAN RESOURCES
ADVISORY BOARD, 30 NOV – 1 DEC 02:
THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE,
QUALITY OF LIFE AND COMPENSATION & BENEFITS**

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, first promulgated by ADM (HR Mil) in March 2001 (ADM (HR Mil), 2001).
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 awareness and communications, the image of the CF, the role of leadership, job mobility, values, attrition, and recruiting plans and strategies (Davis, 2003a).
3. The second meeting of the HRAB took place in June 2002 and was hosted by the Commandant of the Royal Military College (RMC) in Kingston, Ontario. CF officers and external board members provided presentations on professional development in the public service, the Canadian Defence Academy (CDA), the Royal Military College of Canada, trends in education, the CF and Department of National Defence (DND) distributed learning network, and the Army Lessons Learned Centre. The discussion focused on professional development and resulted in several valuable observations and recommendations in reference to the motivational aspects of providing developmental opportunities, creating a learning organization, fostering knowledge exchange with the

public and private sectors in Canada, and the strategic role of the Canadian Defence Academy (CDA) (Davis, 2003b).

2.0 Introduction

4. The third meeting of the HRAB was hosted by the Commander Maritime Forces Atlantic (MARLANT), with the meetings held in the Wardroom at HMCS Stadacona, Halifax, Nova Scotia, 30 Nov to 1 Dec 02. The theme of this meeting was the combination or intersection of work-life balance, quality of life (QOL), and compensation and benefits. The board members, as indicated at Annex A, as well as the Director of Quality of Life (DQOL) and the Director General Compensation and Benefits (DGCB) attended the meeting. Presentations were delivered by HRAB members and CF officers on 'Current Initiatives and Future Directions in CF QOL', 'Delivering QOL', 'Civilian Well-Being', the 'Intersection of Work/Life Balance, QOL and Compensation and Benefits', and 'Job Satisfaction, Learning Culture and Multiple Career Realities'. The members of the HRAB were also provided with orientation visits to the Canadian Patrol Frigate (CPF), HMCS Toronto, and one of the CF's Victoria class submarines, HMCS Windsor. A list of the HRAB members who attended this meeting is included at Annex A.

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

3.0 Discussion Themes

6. Discussion themes are presented on the agenda (see Annex B) 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 presented briefly below and a detailed point form record of these themes is presented at Annex C.

3.1 Culture Shift: Valuing Service and Implementing QOL

7. Overall, the discussions of the board placed issues of military service and QOL strategy for the CF within the broader context of the learning organization, the knowledge economy, and the evolving Canadian culture of individual rights and responsibilities. Discussion around culture shift included that of moving the CF from an organization that looks after its people, in the traditional manner, to an organization that provides its people with the learning, tools and experience to facilitate an optimum QOL for themselves and their family while fulfilling their responsibility to the CF. This discussion suggested that, in the future, the QOL of a CF member will become increasingly dependent upon the ability of the CF member in accessing and implementing tools and options to satisfy the needs and aspirations of the member, the member's family and the responsibilities of the member to the organization. Concurrently, this competency will be dependent upon CF strategy that provides an optimum combination of learning, employment experience, personal and career development, compensations and benefits (C&B), and QOL options. In addition, the board emphasized the importance of CF member awareness and understanding of the value of military service, the value of being a member of the CF, and the value that they bring to the CF.

8. Time: Balance and Quality. Recognizing the relationship between organizational strategy and individual responsibility, the board also discussed the importance of issues related to the balance and quality of time. As an example, it was noted that there is very little research or information available in reference to the combined impact of rising expectations for learning and development, distance learning and isolated learning environments and concurrent expectations for enhanced QOL and flexibility in work environments. Overall, the board suggested that CF HR strategy should recognize and address the potential for inherent contradiction within and across various HR policies.

3.2 Consultation

9. Consultation was discussed as a key element of effective policy and program strategy, development and implementation, noting that numerous mechanisms, such as the QOL information form, are in place to solicit input from CF members. Various aspects of consultation strategy, including who is consulted, determining what to ask, determining appropriate methodology, and providing responses to answers were addressed. Research and validation were identified as important aspects of consultation strategy, noting, for example, that external validation of the C&B package would ensure

that the CF strategy was consistent and credible when compared to public and private sector packages.

3.3 Communications: Balance and Strategy

10. Communication was discussed at the two previous HRAB meetings in relation to both recruiting and professional development. It was raised again at the 3rd meeting of the board as a key challenge for effective development and implementation of CF HR strategy. Specifically, the board expressed the belief that work needs to be done to shift the focus of the QOL and C&B philosophies and frameworks to the value of belonging to the organization and to ensure that conflicting messages and/or messages with unintended consequences are not promulgated among CF membership, DND employees, or audiences external to DND and the CF. It was noted, for example, that communication on an issue that is directed toward military members only, when civilians experience similar or related issues, can have an unintended negative consequence on the quality of the work environment.

11. Internal, External and Public Service Environment. Specific issues and strategies were identified in relation to the various stakeholder environments that impact CF ability to deliver effective HR. In reference to the internal CF and DND audience the board discussed issues such as the impact of communication on military and civilian audiences; HR information management and information management tools; communicating with and educating leaders, the role of supervisors and managers in reference to QOL and philosophies and strategies underlying C&B; and effective communication of new policy and policy updates. The board further noted that implementation of effective strategies and tools would enhance the ability of the CF to influence public perception of what the CF does, and to increase awareness of the people, the issues, and the organization. Finally, considerable discussion focused on the relationship between the CF and DND, the Minister of National Defence (MND), and parliament. This discussion highlighted the value of ensuring that the MND has accurate information and comprehensive understanding of CF HR issues, and is, therefore, able to effectively represent the CF and DND in the political arena.

4.0 Recommendations

12. The ideas and recommendations raised by the discussions with the HRAB are summarized as follows:

- a. Culture Shift: Valuing Service and Implementing QOL

- i) Identify core knowledge drivers and competencies for a CF member in the future (for example, what does a CF member look like in 20 years?);
 - ii) Think through the Profession of Arms argument, and how to be transparent in terms of total compensation, both internal and external to the CF; and
 - iii) Facilitate a ‘culture shift’ to develop individual member responsibility for well-being of themselves and their families (organization provides the tools).
- b. Consultation
- i) Determine the right questions to ask members, ask them in the right way, and have a strategy to address the response;
 - ii) Consult with those who will have responsibility for delivering the programs to enhance design of more flexible policies to avoid conflict with other initiatives; and
 - iii) Seek external validation of compensation and benefits package.
- c. Communication: Balance and Strategy
- i) Facilitate increased awareness among CF members of existing benefits, while shifting focus to value of belonging to the organization (eg. increase awareness among supervisors and leadership in reference to member compensations packages and options so that they are in a position to discuss and share information with CF members);
 - ii) Change public perception of what the CF does, increase awareness of the human dimensions and associated leadership requirements of military service; and
 - iii) Develop a forward strategy for successful communication and negotiation within the public service and broader political domain (eg. ensure the MND has accurate information).

5.0 The Way Ahead

13. The Chief of Staff (COS) suggested several themes for the next meeting, including knowledge management, strategic plan, and culture. ADM (HR-Mil) suggested that a focus on effective performance measurement frameworks would be of particular benefit to the organization. HRAB members also suggested that ‘The Changing Nature of the Canadian Workplace’ is a strategic HR issue for the CF in terms of education, health and culture, and would, therefore, provide a valuable focus for the next meeting.

14. The 4th meeting of the HRAB is scheduled to take place in late May/early June 03 at Okanagan University College in Kelowna, B.C. ADM (HR-Mil) closed the meeting thanking the HRAB members for their contributions and insights, noting that the key message that he would take away from the meeting was that related to the importance of 'Total Strategy' in ensuring that policies and practices are complementary, and, therefore not compromised through conflict and contradiction with other policies and practices.

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).
- Davis, Karen D. 2003a. *The 1st Meeting of the ADM (HR-Mil) Human Resources Advisory Board, 29–30 Sep 2001: Recruitment of Canadian Forces Members.* (RN 03/03) Social Science Operational Research Team and Director Strategic Human Resources.
- Davis, Karen D. 2003b. *The 2nd Meeting of the ADM (HR-Mil) Human Resources Advisory Board, 1–2 Jun 2002: Professional Development in the Canadian Forces.* (RN 04/03) Social Science Operational Research Team and Director Strategic Human Resources.

Board Members: the 3rd Meeting of the Human Resources Advisory Board

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

Mrs. Shirley Siegel
Assistant Deputy Minister (Human Resources – Civilian)
Department of National Defence

Major-General Steve Lucas
Chief of Staff
Assistant Deputy Minister (Human Resources – Military)
Canadian Forces

Captain (Navy) Judith Harper
Acting / Director General Military Human Resources Policy and Planning
Canadian Forces

Ms. Susan Truscott
Director Strategic Human Resources
Canadian Forces

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 **3rd Human Resource Advisory Board Meeting**

Friday, November 29, 2002

7:30 to 9:30 p.m. Meet and Greet Reception, Harbourview Deck (Suite 113), Delta Halifax

Saturday, November 30, 2002

7:00 - 8:00 a.m. Breakfast at Samslick's Lounge, Delta Halifax

8:00 a.m. Transportation departs Delta Halifax for the Wardroom, Stadacona

8:15 a.m. Coffee on Mezzanine Deck, Wardroom

8:30 - 8:40 a.m. Briefing by Ms. Linda Vena, Administration

8:40 - 8:55 a.m. Welcome by Rear Admiral G. Davidson, Commander Maritime Forces Atlantic (MARLANT)

8:55 - 9:15 a.m. Briefing by Lieutenant-General C. Couture, Assistant Deputy Minister (Human Resources-Military)

9:15 - 9:35 a.m. Briefing by Major-General J.S. Lucas, Chief of Staff, Assistant Deputy Minister (Human Resources-Military), Introduction to HRAB and Follow-up to the second Human Resource Advisory Board meeting

9:35 - 10:05 a.m. Briefing by Captain (N) A. Siew, Director Quality of Life, *Current Initiatives and Future Directions in CF QOL*

10:05 - 10:35 a.m. Briefing by Captain (N) C. Preece, Commanding Officer, Formation Personnel Support Unit Halifax, *Delivering QOL: A Naval Perspective*

10:35 - 11:05 a.m. Coffee Break with refreshments

11:05 - 11:25 a.m. Briefing by Ms. Shirley Siegel, Assistant Deputy Minister (Human Resources-Civilian), *Perspectives on Civilian Well-Being*

11:20 - 11:35 a.m. Briefing, Mr. Dan Burke, APEX Health Study

11:35 - 11:50 a.m. Briefing, Dr. Donald MacNamara, *'Intersection' of Work/Life Balance, QOL and Compensation and Benefits*

11:50 – 12:05 a.m. Briefing, Dr. Katy Bindon, *Job Satisfaction, Learning Culture and Multiple Career Realities*

12:05 – 1:30 p.m. **Lunch**

1:30 – 3:15 p.m. Discussion (with break for coffee)

Discussion theme #1: Communicating Quality of Life

What is the relationship between policy and opportunity in reference to potential non-financial components and compensations such as those that would come within the realm of QOL? For example, when employees are aware of particular components of a compensation package (ex. flexible work options), but are unable to access due to operational commitments, etc. at what point does the existence of a compensation option become a detriment if it cannot be used/delivered on a consistent basis? What are the best practices in terms of developing, promoting, *and then implementing* non-financial components of compensation packages?

Aim of discussion: To share public and private sector perspective and expertise on promoting, communicating and delivering QOL and QOWL.

3:15 p.m. Transportation departs Wardroom for Dockyard: Tour of HMCS TORONTO (Canadian Patrol Frigate (CPF)) and HMCS WINDSOR (submarine)

NOTE: Picture I.D. required

Dress: pants and flat-heeled shoes required for tour of naval vessels

5:00 p.m. Transportation departs for Delta Halifax

7:00 p.m. Walk from hotel to Ferry Terminal

7:15 p.m. Ferry departs Halifax for Dartmouth

7:30 p.m. Dinner, MacAskill's Restaurant, Dartmouth

Ferry to Halifax departs Dartmouth on the hour and half hour with last departure at 11:30 p.m.

Sunday, December 1, 2002

7:00 - 8:00 a.m. Breakfast at Crown Bistro, Delta Halifax

8:15 a.m. Transportation departs Delta Halifax for Wardroom

- 8:30 a.m.** Coffee on Mezzanine Deck, Wardroom
- 9:00 – 9:45 a.m.** Colonel L. Colwell, Director General Compensation and Benefits, *Canadian Forces Compensation and Benefits: 'The Military Equation' and Future Directions*
- 9:45 – 10:30 a.m.** Discussion

Discussion Theme # 2: Total Compensation

What are the key characteristics of total compensation packages? Are there any lessons learned in terms of what works? Is there an optimum balance between fiscal/monetary and broader quality of life components (ex. developmental training and education, flexible work options, opportunity to travel or not) To what extent do these opportunities form part of the compensation package? What are 'best bets', current best practices for the future of the CF? Is CF missing any key components?

Aim of discussion: To gain insight into public and private sector experience and future directions with total compensation packages.

- 10:30 – 11:30 a.m.** Light lunch/brunch
- 11:30 – 12:00 p.m.** Round Table/Closing Remarks
- 12:00 p.m.** Members depart for hotel/airport

Discussion theme #3: (Optional): Flexible work, time off with income averaging, telework, sabbaticals, movement in and out of part-time options, etc. How will availability / non-availability of such options impact the 'bottom-line'? What is the impact on the CF? How necessary is it to support such options – is this *really what people want and expect*? How do you make it feasible within an organization with an operational mandate?

Aim of discussion: Share and compare public/private sector trends with potential direction of CF in combining sustainable flexible work options with other compensation components.

Record of Discussion by Theme

A. Culture Shift: Valuing Service and Implementing QOL

- Knowledge drivers – basic skills are teamwork, ethics, problem solving, discerning good and bad info, info management skills
- PD integrated and concurrent, but need knowledge drivers to be able to achieve integrated, concurrent PD
- Lifelong learning is here to stay; education and learning never done
- Practical liberal arts education fixed part of beginning of continuous learning
- Continuum of career- knowledge drive
- Decision tree to multiple dimensional matrix
- Re-skilling results in negotiating leaving instead of negotiating up and re-skilling within the organization
- Apprenticeships – what will job you are being prepared for look like by the time the apprenticeship is completed?
- How does pay relate to human capital paradigm? Full development of all personnel or contribute to limited development?
- Need to know what person/citizen/employee needs to look like in future
- Shift from buyer to seller market – how can we get the candidates we need – what do we have to sell?
- What are the core drivers? What is the educated citizen, employee 20 years out?
- Think through Profession of Arms argument, how to be transparent, in reference to total compensation
- Internally have to make people feel well recognized and valued
- Shift focus to value of belonging to organization
- Demonstrate that you are a good employer (internal and external justification)
- Link between individual perception & reality to total package and philosophy underlying it
- Need for leadership renewal, not new people necessarily
- Is values issue under-represented in QOL/health studies (example, APEX)
- Gainful and satisfying employment experiences are just as important contributors as the QOL program
- Solid leadership underpins any discussion of QOL
- Issues are structural, political
- need for CF to realize a ‘culture shift’ in terms of member responsibility for the well-being of themselves and their family; organization provides tools
- challenge of ‘managing expectations’

- CF is in a policy transition period and setting the stage for the future; also changing definition of what a 'smart employee' is
- downsizing emphasized individual responsibility for career and QOL; although embedded in Canadian culture of individual rights and responsibilities going back to late 70's (beginning of shift from paternalistic oversight to individual responsibility; worked relatively well until ops tempo increased the challenge of taking care of self and family, and also increased member expectations of organization responsibility)
- At start of career – socialize members in reference to individual responsibility
- QOL supports organization and business; as managers of business, it is in business interest to provide QOL – increase balance of pragmatism and altruism
- CF has great impact on QOL of people, therefore, has greater understanding of QOL issues than public service
- Mil/civ harmonization/shared efforts could benefit in some areas (eg. getting effective information kiosks out there)
- CF has good concept/understanding of QOL
- Link into civilian resource centers in local milieus

Time: Balance and Quality

- Real issues to think through – although on right track with C&B, there are inherent contradictions
- More work, less time; has not been addressed in systemic terms
- Emphasis on PD, expectations of degreed officer corps, at same time increase QOL initiatives - we are mandating required activities to fill any QOL time that is gained
- What is the impact of IT and enhancing isolated learning through the DLN?
Literature search reveals little in this area
- Important to look at various initiatives within a 'systems' model (input, process, output) to avoid initiatives in conflict with one another
- Has PD been considered within context of QOL; PD, flexible work, etc. each contribute to QOL, but no one thing stands alone as a panacea for QOL
- Availability for career vs family – put emphasis on that balance
- Is issue really equipment, procurement, port calls, etc.?
- QOL = equipment, training, making service fun – expanded definition of QOL including QWL
- Danger of people staying, collecting salary, not contributing
- CF members who left during downsizing and joined other militaries – how many?
Can they be tracked to see if they are potential pool for re-entry in the CF?
- DND civilian workforce has similar demographic/retention issue in terms of gap moving through as a result of downsizing and limited recruitment during the 90s

B. Consultation

- Difficulty of comparing civ/mil QOL initiatives; example, labour management very careful about questions that are asked in surveys as it can be used in labour negotiations later
- If you ask the questions, how will you respond to the answers
- Management challenge of getting past unions to people to get information that reflects the whole
- QOL queries thru Quality of Life Information Form (QOLIF) – noted that number was surprisingly low; questioned if trend info on queries was available – either making great progress or communicating initiative poorly
- Grievances – do more mechanisms for grievance result in more grievances? Change the scope of grievances (narrow/broad)? Do we know?
- Has grievance route become the first line of action instead of last resort – reluctance among leadership to handle a grievance, tell employee to grieve instead
- Figure out how to ask questions in right way
- Consultation with those delivering programs would enhance design of more flexible policies and avoiding policy conflicts

Research and Validation

- Different issues by region, example, west coast navy and leadership focus on getting money into the pockets of sailors
- Test validity of all assumptions, weightings, etc. used to determine compensation & benefits formulas)
- Compare to private sector by region because there is an optics issue – need to deal with the mundane (ashore at Xmas time) to the extraordinary; validate against operational imperative and impact on individual life/career/ family, etc.
- External validation of C&B package important
- Validate compensation & benefits in right ball park, then focus on making service fun

C. Communication: Balance and Strategy

- Need a lot of work on communications
- Shift focus to value of belonging to organization
- Compare apples to apples; not apples to oranges
- Re-think, re-package research and communications
- Caution in reference to impact of ‘double-edged sword’

Internal

- Mil/civ issues, often way it is communicated rather than issue itself; example, sign saying flu shot for mil members only instead of communicating how mil and civ go about getting a flu shot

- HR information management
- COs and administrators who do not know any more than the LS
- Data that is avail is not seen to be reliable; lack of published policy or direction
- New policies offer little in the way of flexibility or interpretation
- Shortage of HR resources to deliver QOL initiatives (eg. Personnel Selection Officers)
- Need to come to grips with our multiplicity of HR IM tools and use private sector models as our goal
- How are supervisors trained in reference to knowledge of compensation & benefits, QOL?
- Need to increase awareness among supervisors so they can share with members
- Emphasis on communicating existing benefits, careful attention to doing this

External

- Important to turn around public perception of what we do
- Need metaphors/human anecdotes to help people understand HR, i.e. being a Coxswain is about more than technical skills, but requires an individual with broad knowledge of people, organization and technical issues
- Need stories, comprehensive framework to communicate validation for C&B

Public Service Environment

- Ensure Minister has right info
- Finesse long-term negotiating strategy (eg. Permanent team of negotiators continuously challenging/lobbying Treasury Board)
- Make reference to CF achievement of downsizing goals when directed by government while rest of PS failed to meet downsizing direction – remind of things like that – persistence
- What are the optics of well-paid work when balanced with negotiations for other benefits
- Optics of cash vs total compensation
- Intense competition in diminishing resource environment; be very careful how you communicate total compensation (vis à vis external perception)
- Minister is economist, speak to him in language he understands
- Minister ability to translate into language of caucus and cabinet
- Need forward strategy, but also need defensive strategy when forward strategy does not work

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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 third meeting of the board, held 30 Nov–1 Dec 02, focused on the relationship between work-life balance, quality of life, and compensation and benefits in the CF. Discussion highlighted the potential impact of the CF as a learning organization, within the knowledge economy, on compensation, benefits and rewards strategy. In addition, emphasis was placed upon the significance of internal and external consultation and communication strategies in ensuring effective access and balance across a range of rewards and benefits for CF members and their families. This report provides an overview of the meeting presentations and discussions, followed by an analysis of key ideas and recommendations for enhancing CF strategy in the development of a culture which recognizes the value of service in the CF as represented through compensation, benefits and rewards for CF members and their families.

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