

GUIDE TO PREPARING A DND SENIOR OFFICER ACCOUNTABILITY PROFILE

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Section One — Introduction

An Accountability Profile (AP) is a short and concise description of a position, presented in a structured manner, that contains all of the information necessary to evaluate the position using the Hay Guide Chart Method that is employed in the Public Service. The AP is a critical document in determining the pay levels of senior officers. There is no short cut and it is preferable that the AP is completed by the incumbents and not by a delegated staff member. This guide is designed to provide assistance; much of the information required is contained in Business Plans, the DPG and other related documents.

This manual outlines the steps for building an AP. It is important that the Profile clearly and concisely describe the:

- nature and scope of the work to be performed,
- conditions under which the work is carried out, and
- core capabilities required to achieve the results expected of the position.

Over time, work changes. This means that the AP will have to be updated periodically. Although there is no quick or easy route to writing a good AP, this manual contains some approaches and tips that can assist the writer in completing the task easily and effectively. The primary demand is clear thinking about the job. Once the accountabilities and the roles of the position have been clearly identified, it is usually less difficult to complete the Profile.

A set of sample APs is included in Appendix A. A template for completing all the sections of the AP, including a brief description of each section, is included in Appendix B.

Section Two — Building the Accountability Profile

Step One: Gathering the Job Information

First there is a need to gather information about:

- the major responsibilities of the job,
- the key outcomes/results involved in carrying out those responsibilities,
- where the job fits in the organizational unit, **(please do not use acronyms without explanation at some point in your AP)**
- the dimensions of the job (in numerical terms - in other words budgets for SWE, O&M, numbers of civilian, military staff in organization etc.),
- the major challenges of the job,
- the specific pressures and demands of the job,
- any special circumstances which may affect the job, and
- the capabilities that are required and demonstrated in meeting the challenges of the job.

It is important to focus on and select the highest levels of accountabilities and behaviours for inclusion in the Profile.

This information can come from a variety of sources including (but not limited to): Terms of Reference, Performance Management Agreements, CFOOs, DPG, various publications pertinent to areas of expertise, and so on. Where possible, participants in this study can be provided with copies of the “Position Analysis Questionnaires” that were completed by their predecessors some seven years ago. Examples from these old questionnaires are included in this writing guide. In the previous study, the questionnaires were completed by a select group of senior officers whose positions were designated as part of a selected representative sample. As a result of the limitations of the previous study and the significant restructuring within the CF since 1995, not all current participants will have the benefit of a previous questionnaire to assist in the preparation of their AP. A list of available questionnaires is provided at Annex A.

NOTE: The questionnaires from the previous study are dated. Structure, terminology, job expectations and focus have shifted significantly. The old questionnaires may be useful but many of them may not adequately reflect the parallel job of today. As an example: the Commanders of LFC, MARCOM, and AIRCOM of the 1990s could be said to be the equivalent of CLS, CMS and CAS today however the jobs are significantly different. The functions that used to be performed by NDHQ staffs (CADO, DGAD, DGLD, DGMD etc.) have been absorbed into the ECS organizations, additionally the relationships with ADM (Mat) have altered significantly with the evolving linkages through DGAEPM, DGMEPM and DGLEPM.

Once the information is gathered, you are ready to start writing the AP (see examples at Annex A and the AP Template at Annex B), there is a need to arrange it under the headings of (Detailed explanations of these headings are provided in the next section):

- Position Identification
- Primary Focus
- Reporting Relationships
- Dimensions
- Specific Accountabilities
- Challenges, Issues and Initiatives
- Working Environment and Conditions
- Core Capabilities

Note: Careful preparation and organization will make the task easier. The AP Writing Guide provides quick guidelines for the areas that should be covered.

Step Two: Position Identification

The easiest place to begin is by filling in the identification information:

- Position: The official title of the position.
Location: The geographical location of the position.
Position Rank: The rank that is officially associated with the position
Date: The day, month and year the AP is completed.
Incumbent Rank: The rank of the individual who currently holds the position
Title of Superior Officer: Title of the Senior Leader to whom the position reports

Step Three: Primary Focus

This section provides a brief but specific statement of **why the position exists**.

The statement should give the reader an immediate impression of the primary purpose for including the job in the organization. The statement should be one sentence in length (or at most two) and should clearly distinguish the fundamental orientation of the job.

It is important to concentrate on what the job is *essentially* accountable for. For example, the Primary Focus statement might read:

“Accountable for providing a combat ready mechanized brigade group and executing assigned missions.”

Commander 2 Canadian Mechanized Brigade Group (2 CMBG), June 1995

“Ensure the creation and delivery of strategies, policies, programs and services related to Human Resources that support all military personnel from cradle to grave in alignment with the mandate and objectives of the Department of National Defence.”

ADM (HR-Mil), 2002

“Responsible to the CDS for the generation and training of Land Forces for operations. Responsible for the development of Land Force doctrine and force development.”

Commander Land Force Command, 1 March 1996

“Seek, find and lay claim to lands to the west of Spain, for the glory of God and the benefit of the Spanish Empire” C. Columbus – Explorer.

Notice how the statement gives prominence to the result to be achieved, not on any specific duty or task. Short statements are much more effective in capturing the essential purpose of the job. Careful thought should always be given to the Primary Focus statement because it sets the context for the rest of the Profile.

Step Four: Reporting Relationships

This section identifies the Reporting Relationships of the position.

The position's location within the hierarchy is shown:

- who the position reports to
- who else reports to the same superior; and
- subordinate staff as direct reports to the position.

Please note that "dotted line" relationships should not be included in this section. These are reported later under the headings of Working Relationships and / or Other Impacts. An example of a "dotted line" relationship could be DGAEPM who has dual reporting relationships to CAS and ADM(Mat).

An organization chart should also be attached whenever possible. This chart need **not** be 100% accurate, but should make clear the position's location in the hierarchy. If you have any questions regarding this requirement, please contact Major Bull's team at (613) 996-0061 or (613) 995-5917.

Step Five: Dimensions

This section records the measurable areas upon which the position has either direct or indirect impact.

A number of items could be included in this area. For instance:

- the number of people supervised (measured in full time equivalents and broken down by regular, reserve and civilian),
- the annual budget controlled by the individual, (Salaries and O&M)
- the cost of materials, equipment, procured or managed (annually),
- the cost of services provided (annually),
- various assets controlled or affected, and
- any other significant dollar or other values which are measurable on an annual basis.

What is being sought here is a sense of magnitude. The evaluation method does not put an inordinate emphasis on "numbers". However, figures should be provided for as many items as are appropriate (probably 2 to 4 items), in order to give a reliable picture of the size and scope of the job.

The following examples are derived from the previous study:

EXAMPLE A:

Command of 41,719 personnel (20,247 Regular Force, 16,334 Reserve Force and 5,138 civilian personnel - as at 31 Dec 95).

Manage assets and budgets as follows:

- a. Infrastructure/Capital assets - \$20 Billion*
- b. O&M budget - \$678 million*
- c. Total of other CCs O&M Budgets supporting LFC - \$2 billion.”*

Commander Land Force Command, 1 March 1996

EXAMPLE B:

“Number of people FTE - 140 Military and 11 Civilians.

Annual military and civilian payroll of people supervised \$6120K.

O&M/TD Budget managed for the Operations Branch - \$1,700K.

Air Force Miscellaneous Requirements fund managed for the Comd - 40,000K.”

Chief of Staff Operations AIRCOM, 18 March 1996

Current data for this information should be in the Business Plans. The following chart is based on the information for the Level 1s, available on the VCDS site at http://vcds.mil.ca/DPOnline/FinSummary_e.asp?SelectedDPMMenu=5. This format may be useful to express the dimensions of the job.

O&M	Corporate Accounts	National Procurement	HR			Capital	Total
			SALARY				
			SWE	Reg	Res		
			NUMBER OF PERSONNEL				

Step Six: Specific Accountabilities

This section defines the critical end results expected of the jobholder.

The difference between this section and the Primary Focus section is that the latter describes why the job exists **in general**. This section **specifies** the important end results which must be accomplished (and implies how, and how well, those end results are to be achieved).

Λ	<i>Wait!</i> Before you spend a great deal of time creating accountability statements, please review the samples provided in Appendix A.
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Notice that a Specific Accountability statement is not a listing of activities and duties, but rather a broad statement of **what the job is actually expected to accomplish**.

Each statement should:

- start with an action verb and state an end result that clearly illustrates the “enduring essence” of what the accountability is all about
- provide an example of a key activity that illustrates the way in which the end result is to be achieved or the means to be used, and

provide a rough estimate of the amount of time (in percentage terms) spent accomplishing this end result. Usually it takes a list of six to eight separate statements to cover a single job. It may be helpful to start by listing the things that you do in your job (i.e. the tasks / duties) and then clustering these into related areas. For example, you might find that three of the things that you do are in the general area of planning. You should consider these things and ask yourself, “What is the unique contribution that I make to the planning process?” It is very easy to confuse the contribution that you make with that of others (be they peers, superiors or subordinates). What is required to identify the way in which this particular jobs adds value to the organization – so try to differentiate your role from that of others.

When you have identified the clusters, write an accountability statement for each results area. When presenting the final list of accountabilities, you may find that there is a logical order in which to sequence them - e.g. plan, develop, deliver, review. If there is no particular sequence that aids the understanding of the job, then list in the order of their importance, so as to provide a relative degree of emphasis for each.

EXAMPLES:

The following examples demonstrate how a particular accountability might be stated. To see a complete accountability chart for a position, please refer to the attached samples in Appendix A.

Notice, in the example, that the end to which all of the activities are directed is clearly stated. Notice how the first Specific Accountability is concerned with the intellectual leadership that the position provides for its specific area of responsibility.

SPECIFIC ACCOUNTABILITY	SAMPLE ACTIVITIES	% OF TIME
<i>EXAMPLE #1. Adapted from Commander Land Forces Command(LFC), 1 March 1996</i>		
Ensure LFC is capable of generating Land Forces to meet Canada's Defence Commitments.	<ul style="list-style-type: none"> - Approval of appropriate op and trg plans - Direct and guide subordinate Commanders -Advise CDS & Central Staff on employment of Land Forces -Promulgation and oversight of policies, plans and direction 	25
Development of Land Force Doctrine and Capital Equipment Programmes to meet current and future operational requirements	<ul style="list-style-type: none"> - Supervision of Land Force Development Committee and liaison with Director General Land Force Development (DGLFD) 	20
<i>EXAMPLE #2 Adapted from AIRCOM - Chief of Staff Operations (COS Ops), 15 March 1996</i>		
Develop and secure agreement to Air Command strategies and operational plans, such that identified requirements may be met in an efficient and effective manner	<ul style="list-style-type: none"> - Development of AIRCOM force structure; support plans; doctrine; standards; and joint/combined employment philosophy to support interoperability with allied forces. - Definition of AIRCOM requirements. - Planning of AIRCOM operations. - Evaluation of AIRCOM capabilities 	20
Allocate and control AIRCOM resources in accordance with operational priorities and budgetary constraints	<ul style="list-style-type: none"> - Allocation of aircraft resources. - Co-ordination and tasking of AIRCOM fighter, transport, tactical helicopter and maritime resources. Co-ordination of joint/combined trg programme. Co-ordination of AIRCOM airshow activity. 	20
Establish, develop and maintain an Advisory Services capable of satisfying the identified requirements for intelligence, readiness, information and similar specialized advice/information to support the CF mandate	<ul style="list-style-type: none"> - Provision of intelligence, Search and Rescue (SAR), post-operational and readiness information. - Provision of specialist assistance for intelligence; fighter, transport, tactical helicopter and maritime ops; aerospace control and pers matters. - Provision of specialized advice on meteorological services, NORAD activities, civil SAR co-ordination, arms control verification and inter-service activities 	20

Step Seven: Challenges, Issues and Initiatives

This section provides a clear, concise overview of two or three priority elements of the job that illustrate significant challenges, or the priority issues or initiatives that form part of these challenges.

The intent is to provide insights into what might be described as the highest recurring level of complexity that the job has to deal with. Complexity tends to be correlated with novelty, or the requirement to exercise judgement in the light of a large number of variables, or acting on the basis of incomplete or even contradictory information.

You should try to think of two or three examples of complexity in your job and explain each one in a paragraph. State:

- the challenge,
- what makes it challenging,
- what response is expected of your position, and
- what assistance or constraints are available to assist you in dealing with the challenge.

The examples should illustrate the recurring level of complexity (i.e. the type of thing that might happen a few times per year).

Example #1

The principal challenge of the Base Commander is to ensure that the support requirements of operational units are optimized within the allocated personnel and financial resource envelope. Clearly this means that all involved in support must strive to do everything more efficiently and better. The position is expected to provide thought leadership and direction around achieving these new efficiencies. The incumbent must look for new solutions by looking at best practices, examining new policies and challenging others to find better ways to get things done. Part of the challenge is initiating these changes within the confines of current policies and guidelines and with respect to the overarching culture and mission of CF.

Example #2

A major challenge is dealing with restrictive environmental regulations and regulations concerning the movement of ammunition set by organizations such as the International Maritime Organization (IMO), International Civil Aviation Organization (ICAO) etc. Although they are essential regulations to ensure the safety of the others, they are often at odds with the need to deploy fuel and supplies in mission critical situations to ensure the readiness, health and welfare of our forces. The incumbent must negotiate procedures and processes with some of these governing bodies to ensure the optimal deployment of supplies while remaining in compliance with guidelines that were not created with the particular situation of the CF in mind.

Step Eight: Working Environment and Conditions

This section provides information on the effect that the environmental context and working conditions have on the achievement of end results for the position. It is important in considering the environmental and working conditions to remember that it is assumed that all appropriate measures have been taken to eliminate or minimize undesirable working conditions; what remains is unavoidable. For example, deadlines, media scrutiny.

It is also important to remember to select and describe those elements of the environment or work that, because of the nature of the job, are distinguished by some degree or combination of intensity, frequency and duration. It is important to note those elements of the environment or the work that are recurring, and/or must be endured over a significant period of time.

The elements of the Working Conditions section are defined as follows:

- **Physical Effort** – the physical effort and/or strain on the standard jobholder in performing the job to the required standard. Jobs may require levels of physical activity that vary in intensity, duration and frequency, or any combination of these factors, which produce physical stress or fatigue.
- **Physical Environment** - any unfavourable environmental conditions to which the jobholder is necessarily exposed in order to perform the job to the required standard. Jobs may include progressive degrees of exposure of varying intensities to unavoidable physical and environmental factors, which result in discomfort or risk of accident and ill health.
- **Sensory Attention** – the level of attention (i.e., seeing, hearing, smelling, tasting and touching) required during the work process. Considered in this element are the numbers of senses that are engaged during the normal course of the work. Examples include: auditing, inspecting, conducting or attending hearings, reading transcripts of meetings, proofreading, or reviewing reports.
- **Mental Stress** – the degree of exposure to factors inherent in performing the job that increase the risk of such things as tension and anxiety. Pressures related to the job can include the requirement to work to strict deadlines that are imposed by legislation or regulations (Access to Information Requests, Ministerial Inquiries, Grievances, etc.), dealing on a regular basis with confrontational situations, unexpected disruption to family life, and working within competing priorities over which the jobholder has little or no control.

Each job has some combination of these elements. The consideration in identifying the ones for the position in question is the effect that they have on achieving the results that are expected of the position.

Step Nine: Core Capabilities

This section provides contextual information on capabilities and behaviours that must be demonstrated in achieving the results for which the position is accountable.

These capabilities are demonstrated in the following areas:

KNOW-HOW AND EXPERIENCE

Know-How is the sum of every kind of knowledge, skill and experience, however acquired that is required for fully competent job performance. It can be thought of as "how much knowledge about how many things and how complex each of them is". In stating know-how, it is the requirement of the job for Know-How not some perceived idea of the qualities possessed by the current jobholder that should be listed. Examples should include educational, experience and skills requirements.

Example #1

“CO of 25 CFSD requires a highly professional mix of leadership, managerial and administrative skills as well as specialized technical expertise. These skills are acquired throughout one’s career, supply experience and training courses over a period of at least 15 years.”

Adapted from CO 25 Canadian Forces Supply Depot (CFSD), Feb 96

Example #2

“Undergraduate degree in Business/Finance; Staff College/professional training/development. Progressive experience in Log support to Air Force operations at the rank of Capt and Maj; staff experience at Senior HQs at rank of Maj to LCol and at Senior HQs at Dir level.”

Air Command Comptroller, 18 Mar 96

Example #3

“As Base Commander (B Comd), experience is as critical than education. Given that CFB Halifax supports largely the Atlantic Fleet, the B Comd should be a Naval Officer (MARS, MARE or Sea Log). Experience in commanding a large and complex organization, particularly one with a large number of DND civilian workers would be an asset.”

BComd CFB Halifax, 5 Sep 95

LEADERSHIP AND MANAGEMENT

This section describes the aspects of senior officer leadership skills such as the ability to think, operate and provide direction at the strategic level. Senior Officers must know how to provide vision, set organizational culture and promote standards of excellence among subordinate leaders in the areas of planning, organization, co-ordination, and resource management. These skills can be exhibited both in an operational context (Fleet Commander, Brigade Commander, etc.) in direct activities, or in a staff position as transmitted through advisory activities (e.g. by staff specialists), or both (as in positions which manage staff operations).

Leadership also requires using human relations skills on the job. These are active, person-to-person skills in the area of human relationships. They include the skills required to deal with subordinates, peers, superiors and with people outside of the organization. The issues of mentorship regarding the accountability for the professional development of subordinates in terms of succession planning should also be addressed.

Example #1:

The nature of operations under direction is substantially diverse. Although all sub-units share the same overall mandate, there are frequent differences with respect to priorities and competing demands for limited resources. The jobholder must be able to balance the requirements and act in accordance with the long-term interests of the Command. The planning time horizon in two years for operational resources, with major equipment investment decisions having consequences extending to twenty years and beyond.

Example #2:

In determining the information systems to be used to support the financial activities of the CF, the jobholder requires a comprehensive understanding of how management responsibilities and decisions are executed. The managerial influence extends to areas across the Department, as the job is responsible for the tools and processes that allow other managers to function (through their budgets). This calls for an appreciation of how managers think and operate, as well as understanding the requirements of Senior Leaders to monitor their operations i.e. the requirements for an effective reporting function.

INDIRECT IMPACTS

Describe any ways in which your job impacts the success of the organization that have not been illustrated through your previous answers. In particular, you should describe any “dotted line” responsibilities that your job may have. Try to follow the guidelines for accountability statements – i.e. describe what you do in the area and what the desired result is.

Example #1:

As a Brigade Commander (Bde Comd), the position also plays a central leadership role in the larger community. The Base provides a number of direct and indirect financial and resource benefits in the town. The incumbent must consider new initiatives, make decisions and examine consequences in terms of the primary role, but must also consider implications for maintaining harmony with the community at large. The position advises the town on matters related to the operations and culture of the base in order to ensure smooth relations between the two groups.

Example #2:

While running the college as a military training facility, the incumbent must also consider the larger implications of new education policies and their impact on post-secondary education and the curriculum design. The position creates the framework and guidelines for blending the needs of CF with the expectations of a high quality degree granting institution to ensure the long-term viability of the college.

WORKING RELATIONSHIPS

Describes the most significant internal and external contacts, other than with the direct supervisor and subordinates. It should show the frequency and the end results or purpose of these working relationships.

EXAMPLE - Base Commander CFB Petawawa, July 1995

Contact	Frequency	Purpose
Comd 2 CMBG	Daily	Co-ordination of support activities/provide advice regarding base support capabilities and limitations.
Chief of Staff, Land Force Central Area	Weekly	Seek advice/guidance/policy clarification and provide same
Other Base Comds	Periodically	Seek common solutions and lessons learned from experience
Chairman The Royal Canadian Regiment Senate	Periodically	Tending to Regimental matters as Regimental Colonel on behalf of The Royal Canadian Regiment

There are obviously some other linkages that could be included in this section such as: links with Municipal Governments, Inter-departmental Committees (PWGSC, Municipal, Treasury Board, Coast Guard, etc.), International Committees -NATO, ASCC, NORAD, etc., and other linkages such as contacts with professional bodies for certification. The important aspect of this section is to demonstrate what the job involvement is, as an example: Director General Compensation and Benefits would be bringing subject matter expertise to some meetings, representing the interests of the CF at other meetings and providing advice and guidance in other relationships.

Section Three — Review Checks/Common Mistakes

Sections with clear instructions have been provided on the AP Template. The description that has been written should be checked to make sure all the items have been covered.

Another way to check the AP is to look for the most common job description errors:

General Mistakes

- 1) The Profile is too long, with too many details on tasks, many of which are irrelevant.
- 2) The Profile does not focus on results, and, therefore, fails to capture the essence of the job.
- 3) There is an incorrect emphasis on minor aspects of the job.
- 4) There are incomplete facts.

Primary Focus Mistakes

- 1) A summary of duties is presented, rather than a statement of the primary purpose of the job.
- 2) There is a lengthy, detailed list of activities taking 5 to 10 lines. The statement should not exceed 3 lines.

Reporting Relationships Mistakes

- 1) Organizational relationships (upwards or downwards) are confusing or incomplete.

Dimensions Mistakes

- 1) There is an effort to be too precise. In most cases, approximate figures or data are enough.
- 2) Too many dimensions are given. Three or four are usually enough.
- 3) The dimensions are not related to the actual accountabilities or the nature and scope of the job as it has been described.

Specific Accountabilities Mistakes

- 1) Activities or duties are listed, rather than *major end results*.
- 2) The relationship between the end result and the “how” is tenuous.
- 3) One Specific Accountability statement covers several end results to the extent that it encompasses as much as 70% of all that is expected of the job.
- 4) The end result or the means are worded too generally to be meaningful.

Challenges, Issues and Initiatives Mistakes

- 1) Issues are limited in scope and do not bring out the broader, long-term implications of the issues.
- 2) Initiatives are of a short-term nature or do not indicate the fundamental changes in the way of doing business that are the intended result of the initiative.

Working Conditions Mistakes

- 1) Conditions that are described can be mitigated by some intervention or changes in the work environment, such as the office being too hot, too cold, etc.
- 2) The nature of the condition is transitory and does not represent an on-going element of the work.

Core Capabilities Mistakes

Know-How: The information focuses only on formal training and education without describing knowledge and skills acquired on-the-job.

Leadership and Management: The information focuses on who is being lead, not the nature of the leadership provided.

Working Relationships: The information provides a broad list of all relationships instead of focusing on a few significant relationships and their purpose.

Other Impacts: A length dissertation is provided that repeats much of what is stated or can be readily inferred from the information already provided. There should not be more than two or three paragraphs here.

Annex A — Sample Accountability Profiles

This Annex contains 3 APs that have recently been completed for Director General Human Military Resources Policies and Plans (DGMHRPP), the Chaplain General and the Director General Health Services/Canadian Forces Medical Group (CFMG). Although the nature of these jobs will not necessarily relate directly to the primary focus of other senior officer jobs the approach and style will be consistent.

Old Position Questionnaires

In addition to the following examples, the Directorate of Pay Policy Development (DPPD) 3 cell has copies on hand of the questionnaires that were completed by the officers who participated in the previous benchmark study back in 1995. Some excerpts from these old files have been inserted earlier in this guide document to provide some examples from different positions (Base Commander, Area Commander, Brigade Commander, etc.). Copies of the completed questionnaires are available if required. Some are available in electronic format while others can be faxed. A copy of an old questionnaire may be obtained from DPPD Mil UCS, Maj G.M. Bull at (613) 996-0061/995-5917, or Bull.GM@Forces.ca. The following is a list of positions that were included in the previous study:

NDHQ POSITIONS - LGEN POSITIONS -VCDS, ADM (PER), DCDS

MGEN POSITIONS -CRS, CMP, Assoc ADM (Pol &Comm), Chief Force Development, CFS & Assoc ADM (Fin CS),

BGEN POSITIONS - J4 Mat/DG Log, DG ISDS, DGMP, COS J3/DGMPO, DGAEPM, DG INTEL, DG Policy Ops, DG Force Development, Chap Gen, DG Fin Svcs, CMRS, DG Land Force Development, DG Air Force Development, DG Maritime Force Development,

COLONEL POSITIONS - DGRC, Director General Compensation and Benefits, DG SAMP, C Infrastructure Sec, Commandant Canadian Forces Support Unit (CFSU) Ottawa, J3 Trg and NBC, DME, DLERM, PM CPF, DMMS, DAEPM (R&CS), J4 Log, D Force C, J2 Ops, J2 Plans and Policy, J3 Plans, J3 Ops, DCOS, T&I Systems, Director (Dir) NDHQ SEC, DAEPM (F&T), J2 Geomatics, DG Nuclear Safety, J3 ACV, DLCSPM, DAEPM (T&W), DAEPM (Maritime), Comd 202E Depot D'Ateliers, DCEEM, DISEM, DISPD, DFS, EA to CDS, DDAS, D Force S, DLFD, DLR, Director of Naval Requirements, Chief Resources Branch, DAVPM, PM MCDV, DIPM, DAEBM, Dir Recruiting Education and Training, DLPR, DARFT, DARMR, DBPC, DPFL, DIMPPC, DISOT, D Pers Pol, D Cdts, Supt QETE, DPS, CO 25 CFSD, Air Force Advisor, Program Evaluation Director, Dir Continental Policy, Dir International Policy, Dir of NATO Policy, DPCO, Dir Ops CFCSC,

NAVY POSITIONS - LGEN POSITIONS -Comd MARCOM

MGEN POSITIONS -Comd MARLANT, Comd MARPAC,

BGEN POSITIONS - COS MARCOM, ACOS P&T (MARCOM),

COLONEL POSITIONS - Deputy Comd (D Comd) Naval Reserve, Chief of Staff (COS) MARLANT, COS MARPAC, Base Commander (B Comd) Esquimalt, B Comd Halifax, Comd MAROPS GRU 7, Comd MAROPS GRU 2, Comd MAROPS GRU 4&6, Comd MAROPS Group, DCOS Log MARCOM HQ, ACOS C3IS (MARCOM), CO - CF Maritime Warfare Centre, DCOS Pers (MARCOM), DCOS Trg (MARCOM), ACOS Plans & Ops (MARLANT HQ), ACOS Plans and Ops (MARPAC HQ), DCOS Maint, MARCOM Comptroller, DPOCS, Senior Policy Planner, CO HMCS Protecteur,

ARMY POSITIONS - LGEN POSITIONS -Comd LFC

MGEN POSITIONS -Comd LFAA, DComd LFC/ Comd 1 Cdn Div, Comd SQFT, Comd LFWA, Comd LFCA,

BGEN POSITIONS -COS LFCHQ, Comd 2 CMBG,

COLONEL POSITIONS - COS LFCA, G1 LFCHQ, G4 LFHQ, G3 LFCHQ, G6 LFC, B Comd Petawawa, B Comd Kingston, B Comd Shilo, BComd Valcartier,

AIR FORCE POSITIONS - LGEN POSITIONS -Comd AIRCOM

BGEN POSITIONS - Comd ATG, Comd 10 TAG, COS Ops AIRCOM HQ,

COLONEL POSITIONS - Comd 3 Wing Bagotville, Comd 17 Wing Winnipeg, Wing Comd Shearwater, Comd 15 Wing Moose Jaw, Comd 16 Wing Borden, Comd 22 Wing North Bay, Comd 5 Wing Goose Bay, DCOS Construction Engineering - AIRCOM, COS 10 TAG/Comd 1 Wing, Comd Comptroller (AIRCOM),

OUT OF COUNTRY POSITIONS - LGEN POSITIONS -D CINC NORAD, CANMILREP NATO, Comdt NATO Def College

MGEN POSITIONS -Dir Ops (NORAD HQ), ACOS Ops (SACLANT),

BGEN POSITIONS -DACOS (INT) (SHAPE), D/SACLANT Rep/NATO HQ, CANMR SHAPE, D Comd Alaskan Rgn, V Comd CMOC (NORAD), Comd CDLS (UK), CDA Paris,

COLONEL POSITIONS - Chief, System Certification (NORAD), Chief - Exercise Div (NORAD), D/Canadian Military Representative NATO, Branch HQ Exercises (SACLANT), Chief CREEB (AFNW HQ), V/Dir Plans (NORAD), DACOS (AIRCENT), D Staff Ops (AFCENT), BR AD Armament Plan (SACLANT), SCALO AFSOUTH, NORAD/USSPACE COM Command Dir, Chief Trg and EX (CHOC/NORAD), Army Advisor CDLS (UK), Canadian Force Attache positions for Beijing, Tel Aviv, Bonn Canberra, Seoul, Riyadh, Delhi, Cairo, Warsaw, Ankara, Madrid, Mexico City, Damascus, Oslo, Kuala Lumpur, COS to Commandant NATO Def College,

OTHER - BGEN POSITIONS -Comdt CFCSC, D Comd Cont Region,

COLONEL POSITIONS - B Comd Borden, DCOS ED, DFRETS, COS 1st CDN DIV,

COS CFRETS, Comd FEMU, Ops W Comd, Head Dept of Applied Military Science,

EXAMPLE NUMBER 1 - DGMHRRP

POSITION TITLE:	Director General Military Human Resources Policies and Plans (DGMHRPP)	LOCATION:	National Capital Region
POSITION RANK:	Commodore	DATE:	April 27, 2002
INCUMBENT RANK:	Commodore	TITLE OF SUPERVISOR:	ADM(HR-Mil)

Primary Focus

Provide CF strategic human resource advice, develop HR policies, deliver assigned support programs and services, and maintain HR operational capabilities to meet Defence objectives and comply with legislation, regulations and directives impacting the CF.

Reporting Relationships

Other roles reporting directly to the same superior are:	Roles reporting directly to this position are:
<ul style="list-style-type: none"> ◆ Chief of Staff Assistant Deputy Minister (Human Resources) - COS ADM(HR) ◆ Chaplain General ◆ Canadian Forces Medical Group/Director General Health Services ◆ Director General Compensation and Benefits - ◆ Director General Military Careers ◆ Comd Canadian Forces Recruiting Group (CFRG) ◆ Comd Canadian Forces Support and Training Group (CFSTG) ◆ Canadian Defence Academy (CDA) ◆ Canadian Forces Personnel Support Agency ◆ EDCM ◆ Directorate of History and Heritage 	<ul style="list-style-type: none"> ◆ Director Military Human Resource Requirements ◆ Director Human Resource Research and Evaluation ◆ Director Military Employment Policy ◆ Director Training & Education Policy ◆ Director Official Languages ◆ Director Military Gender Integration & Employment Equity ◆ Project Director Military Occupational Structure Analysis Redesign and Tailoring ◆ Director of Reserves (as Project Director Reserve Force Employment Project)

N.B. Please attach an organization chart for your area if it is available. This chart should indicate (at a minimum) “one above” and “one below” the position being described.

Dimensions

Staff	300 Full Time Equivalents
Annual Payroll	\$6,669,217
O&M Budget:	\$25,726,000 – Baseline O&M \$11,270,000 Long Term Capability Plan (HR) O&M \$13,943,000 and; Corporate Accounts \$513,000

Specific Accountabilities

	SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION)	KEY ACTIVITY (HOW ACCOUNTABILITY IS ACHIEVED)	APPROXIMATE % OF TIME
1.	Provide policy advice to ADM on factors, which impact HR policy within CF/DND.	Contemporary policies that respond to the operational requirements and that provide fair and equitable treatment to CF members	10%
2.	Develop and/or maintain CF Regular and Reserve Force Employment Policies	Policies which provide clear and concise direction on employment of Reg and Reserve Force members (i.e. Terms of service, Reserve Force Employment Project)	20%
3.	Develop and co-ordinate long range HR planning for the CF to identify the resource base required to meet future requirements.	Developing Military Occupational Structure (MOS) policies, maintaining a cost-effective, efficient and viable MOS, developing recruiting and in-house selection policies, and monitor and analyze departmental HR initiatives which impact on the strategic HR framework	25%
4.	Develop and implement proactive policies which ensure that the CF is in compliance with social legislation and meets the expectations of Canadians	Manage and develop programs related to Human Rights, Official Languages, Employment Equity and Gender Integration	15%
5.	Lead in developing and updating the CF HR doctrine and principle via an active HR research program	Conduct behavioural research and surveys to provide policy makers with timely advice to ensure effective HR policies	10%
6.	Research, develop, implement and monitor policies related to individual training of CF members in order to create and maintain a competent and capable Force	Establish policies which enhance Profession Development and Education of CF personnel, and manage/support the Individual Training Management Information System (ITMIS)	20%

CHALLENGES, ISSUES AND INITIATIVES

The most significant challenge of this job is to identify any gaps that exist between evolving requirements and current policy, to analyse the problem, design an appropriate policy change and then, most significantly co-ordinate/liaise with all of the myriad of stakeholders to ensure that the changes will address their requirements. Specifically, there are four major projects, which I am responsible for that have wide-sweeping impact on all/most CF members. They are Military Occupational Structure Analysis, Redesign and Tailoring (MOSART) (rationalization of all Military Occupation Codes), Terms of Service, Recruiting and Retention, and the Reserve Force Employment Project.

Obviously, projects of this magnitude have significant visibility within the CF and therefore, attract a broad array of opinions on what is required and should be included/not included in new policy. Via an ongoing series of structured formal meetings and many informal meetings with stakeholders, the challenge is to achieve a consensus (if possible) and then, to synthesize the ideas into a coherent policy that meets the overall CF requirement, each stakeholder's requirements and can be fairly/consistently applied to our people.

Working Conditions

i. PHYSICAL EFFORT

Job requires sitting for extended periods. Job requires significant travel during week and weekends.

ii. PHYSICAL ENVIRONMENT

Physical environment is comfortable with no apparent environmental, safety or physical factors that cause concern for health of occupants.

iii. SENSORY ATTENTION

Concentrated attention is frequently required to understand and absorb information in a limited timeframe. Risk of eyestrain from spending long hours in front of computer screen.

iv. MENTAL STRESS

Mental stress is a major factor related to this job. Because of the very wide issues that the incumbent is exposed to, and the importance of providing accurate and timely policy advise to senior departmental officials (sometimes on very short notice), a consistent level of stress exists. Once the regular crises of the day have been dealt with, the standard staff work, is normally completed after most others have left for the day. Extremely long workdays (average 14 hours) that provide very limited time for relaxation, physical fitness or on many occasions, attend meetings or work right through the lunch hour. Regularly work both days of the weekend.

Occasionally, the position is required to present CF perspective on key CF personnel policy changes to the media and to the MND. This may cause some stress due to high degree of scrutiny to which all CF announcements receive in the media.

Core Capabilities

i) KNOW-HOW AND EXPERIENCE

Incumbent should have a blend of current operational experience and expertise in strategic HR planning as well a detailed knowledge about the “machinery of NDHQ”, and well-honed staff skills that help ensure the timely approval of important policy decisions. The position requires a thorough knowledge of management techniques related to strategic and business planning, human and financial resource management, and performance management.

Person must be able to assimilate large quantities of information very quickly, express opinion to wide range of personnel issues in a concise, logical and clear manner, and must be an individual who respects others’ opinions and is able to build consensus amongst a very wide range of stakeholders. Must be a strong leader who can instil confidence in his/her subordinates and give clear direction on what the priorities of work for the Division will be.

ii) LEADERSHIP AND MANAGEMENT

Must ensure that relevant, understandable and timely communications on all policy initiatives is passed up the chain of command and to principal stakeholders within the CF/DND. The position must ensure that the same types of communications are conducted internally within DGMHRPP with the appropriate parties. As the Chairman of a number of high level committees (Military HR Policy and Plans Committee (MHRPPC), National Defence Clothing and Dress Committee (NDCDC), CF Decorations and Commendations Advisory Committee (CFDDAC), etc), the incumbent must exercise effective leadership to ensure that the mandate of these committees is fully satisfied and that important decisions which are made take into account the wide range of opinions and concerns of the CF community. Also, the position must ensure that my team has a clear understanding of the Division's priorities and that it fulfil its role of assisting them in achieving our strategic objectives.

iii) OTHER IMPACTS

As a member of the Chief of Reserves and Cadets Council, the position obtains a much better understanding of the needs and concerns of the Reserve community and can therefore, ensure that these issues are addressed in the development of CF policy impacting on the Reserve community.

iv) WORKING RELATIONSHIPS

Contact	Frequency	Purpose
Director General Military Careers	Weekly	Address policy issues identified by Career Managers through consultation with HR subject matter experts (SMEs) and develop and implement new or revised policies.
Members of MHRPPC	Monthly	Chair the meeting of HR SMEs (compensation, health care, training, etc.) and provide direction in the development of HR policy for all of the CF.
Director Strategic HR Co-ordination (DSHRC)	Weekly	Employ strategic HR research results and initiate HR research studies to address CF HR policy with respect to market trends, international military HR trends, social trends, etc.
CFRG	Daily	Identify/resolve recruiting issues for CF reserve and regular force components.
CFSTG	Weekly	Co-ordinate and consult with the four Managing Authorities (MA), MARCOM, AIRCOM, Land Force Command and CFRETS with respect to strategic planning relating to recruiting, selection, individual training and education.

EXAMPLE #2 - Chaplain General

POSITION TITLE:	Chaplain General	LOCATION:	National Capital Region
POSITION RANK:	Commodore/Brigadier General	DATE:	30 Apr 02
INCUMBENT RANK:	Commodore/Brigadier General	TITLE OF SUPERVISOR:	ADM(HR-Mil)

Primary Focus

To provide religious support to all members of the Canadian Forces and their families during domestic, international operations and in static situations and to provide advice to senior military leaders in on ethical, moral, and spiritual matters.

Reporting Relationships

Other roles reporting directly to the same superior are:	Roles reporting directly to this position are:
<ul style="list-style-type: none"> ◆ Chief of Staff Assistant Deputy Minister (Human Resources) - COS ADM(HR) ◆ Canadian Forces Medical Group/Director General Health Services - ◆ Director General Military Human Resource Policy and Planning - DGMHRPP - ◆ Director General Military Careers - DGMC ◆ Comd CF Recruiting Group ◆ Comd CF Support and Training Group ◆ Canadian Defence Academy (CDA) ◆ Canadian Forces Personnel Support Agency -CFPSA - Civilian ◆ Executive Director Conflict Management ◆ Directorate of History and Heritage ◆ Director General Compensation and Benefits 	<ul style="list-style-type: none"> ◆ Director of Chaplain Policy ◆ Director of Chaplaincy Administration, Education and Training ◆ Director of Pastoral Operations and Chancery Services

Dimensions

Staff 145 Full Time Chaplains, 200 Primary Reserve Chaplains, and 6 support staff

Annual Payroll Via ADM (HR-Mil)

Annual Budget (excluding payroll) \$ 1.2 million

Specific Accountabilities

	SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION)	KEY ACTIVITY (HOW ACCOUNTABILITY IS ACHIEVED)	APPROX % OF TIME
1	Proactively contribute to the establishment of the goals and priorities of DND in order to achieve its mission and mandate.	Advises CDS and responds to ADM(HR-Mil) and other commanders in the areas of ethical, moral, and spiritual support for military members and their families.	10%
2	Fosters spiritual, moral and ethical values within the CF and ensures provision of appropriate religious ministrations.	Enables professional military chaplains through training and operational experience to provide chapel and operational liturgical and pastoral care to the military community in all times and all places.	25%
3	Establishes standards of performance and accountability for all members of the Chaplain Branch.	Develops professional chaplain-specific training for two MOCs, ethical codes of conduct and ecclesiastical review protocols encapsulated in the Chaplain Branch Manual.	20%
4	Reviews military performance evaluations and professional Chaplain Inserts to ensure that established standards of performance and accountability are achieved.	Final reviewing officer for performance evaluations for Chaplaincy. Manages chaplain resources to ensure experiential operational development and long-term chaplain leadership potentials.	5%
5	Provides information on the implications of proposed changes and organization, establishments and policies affecting CF personnel and their families.	Advises strategic level directorates to ensure appropriate protocols are followed in order to support the well being of the military member and family.	20%
6	Determine the requirements for Chaplaincy resources, and provide the appropriate denominational mix to support the needs of a diverse CF community.	Determines proper denominational ministry balance through recruitment, endorsation, selection, training, and mandating.	10%
7	Invests in future domestic and international Chaplaincy interoperability.	Engenders lateral ministry opportunities through training within other international military Chaplaincies and domestic civilian ministry communities.	10%

CHALLENGES, ISSUES AND INITIATIVES

With dwindling ageing civilian clergy resources, the position is challenged to select and recruit young denominational clergy and mandated lay ensuring their professional, vocational, and academic development to engender long-term utility and well being. This poses a number of challenges since a chaplain's life within DND will differ significantly than the demands placed on clergy in the civilian context. We must attract individuals who are willing to undergo the physical, emotional and spiritual demands in numbers that will meet the sustaining and rotational capabilities for operational and garrison ministry. The incumbent must ensure adequate attention continues to be devoted to the well being of these individual throughout their years in the service.

Working Conditions

i. PHYSICAL EFFORT

Most work allows the incumbent to be seated with the occasional need to stand or walk for a prolonged period. The job does not require any significant lifting, bending or working in physically strenuous situations. Regular and international travel combined with lengthy working days and weekend ecclesiastical requirements.

ii. PHYSICAL ENVIRONMENT

Located in an office environment lacking communal space and confidentiality requirements.

iii. SENSORY ATTENTION

Concentrated attention is continually required to understand and absorb both military and ecclesiastical information in a limited timeframe. This includes listening attentively at meetings, reading documents and paying attention to figures on computer screens for prolonged periods of time.

iv. MENTAL STRESS

High activity levels, volume of military and ecclesiastical requirements and information, complex decision processes, coupled with external deadlines and personal demands produce constant stressors. Spikes in the level of stress occur during intense ministry demands often involving notification of next of kin or Branch crisis. Demands of the job minimize personal and family time required to re-energize.

Core Capabilities

v) KNOW-HOW AND EXPERIENCE

In order to manage the human and financial resources of the Branch, the incumbent requires a solid ecumenical ministry understanding combined with tactical, operational, and strategic Chaplaincy experiences in order to sustain daily ministry protocols and initiate visionary future initiatives to ensure the well being of religious services within the Canadian Forces.

The incumbent must have a number of years of ecumenical training. The incumbent should have tactical experience and have a solid understanding of the demands placed on ecumenical personnel when on tour and when serving in remote locations.

The position requires thorough knowledge of the mission, mandate and priorities of DND and the Chaplaincy. It also requires a thorough knowledge of management techniques related to strategic and business planning, human and financial resource management and performance management.

The Chaplain General is accountable for the spiritual health and well being of all individuals within the Branch. They set an example of partnering and working with other ecumenical workers in the broader community. The incumbent must possess a high degree of impact and influence skills and is expected to show empathy and insight in dealing with the issues and challenges the organization faces in providing a healthy work environment for all personnel.

vi) LEADERSHIP AND MANAGEMENT

Coupled with offering advice within the strategic level of the military and liaising with the civilian Canadian Churches of Canada, it is essential to offer internal leadership that enables all chaplains to deliver professional military ministry at all levels through mentoring, vocational formation and training.

The position serves in an advisory capacity to senior military leaders in matters of ethical, moral, and spiritual nature. As such, the incumbent must be aware of the challenges these leaders face and be perceived as credible in working with them to develop solutions that meet the organizations needs.

vii) OTHER IMPACTS

In order to ensure the holistic well being of military members and families, the position is required to interact with all aspects of military health services.

viii) WORKING RELATIONSHIPS

Please note that the incumbent had many working relationships, but has chosen to focus on a few significant relationships and their purpose.

Contact	Frequen cy	Purpose
CDS	Monthly	Update morale, ethical, spiritual, well being issues and pastoral care.
ADM(HR-Mil)	Monthly	Update morale, ethical, spiritual, well being issues and pastoral care.
Strategic Level Working Groups	As required	Ensure both religious support and advice to developing CF personnel policies and protocols.
Canadian Council of Churches	Annually	Update the endorsing churches and associate members on military Chaplaincy ministry matters.
Interfaith Committee on Canadian Military Chaplaincy (ICCMC)	Quarterly	Ensure interaction and affirmation of Chaplaincy services. Branch leadership succession planning.
Chaplain General's Executive Advisory Council	Monthly	Manages governance issues to ensure ministry support to the CF and long term chaplain resource matters.
Chaplain General's Strategic Advisory Council	Monthly	Ensures environmental ministry concerns are resolved and provides discussion for professional Chaplaincy vocational training and education.
Chaplain General's Operational Advisory Council	Bi-Annually	Ensures tactical level Chaplaincy coverage for all domestic, international and garrison ministry requirements.
General Assembly of Chaplains	Annually	Builds communal rapport, disseminates Branch sustaining and investing ministry protocols. Engenders well being and personal and Branch vocational identities while interacting with civilian endorsing church representatives.
Chaplains General Council	Annually	Along with retired Chaplains General discern present and future military ministry requirements.
Canadian Military Chaplains'	As	Enhancing the identity of military chaplains through the participation of retired and serving military chaplains in order

Associations	required	to support past and present military members and their families through the National Executive.
Anglican Military Ordinariate of Canada	Quarterly	As Anglican Archdeacon to the CF, ensures Anglican recruitment as well as liturgical and pastoral support to military members and families.
Chiefs of Chaplains	As required	In order to develop interoperability between Chaplaincy services in theatre of operation involving chaplain resources, training and conflict resolution understanding.
Colonel Commandant	As required	To ensure the voice and ministry vision is articulated externally and provide discernment in Chaplaincy matters.

**EXAMPLE #3 - Director General Health Services (DGHS) /
Commander Canadian Forces Medical Group (CFMG)**

POSITION TITLE:	Director General Health Services (DGHS) / Commander Canadian Forces Medical Group (CFMG)	LOCATION:	1745 Alta Vista Drive Ottawa, ON
POSITION RANK:	BGen	DATE:	30 Apr 02
INCUMBENT RANK:	BGen	TITLE OF SUPERVISOR:	Assistant Deputy Minister (Human Resources – Military)

Primary Focus

The DGHS/ CFMG leads the Canadian Forces (CF) health service community (Medical and Dental Branches) in providing a comprehensive continuum of health services to CF members at home, abroad and on deployed operations, in accordance with the principles set forth in the 1984 Canada Health Act.

Reporting Relationships

Other roles reporting directly to the same superior are:	Roles reporting directly to this position are:
<ul style="list-style-type: none"> ◆ Chief of Staff Assistant Deputy Minister (Human Resources) ◆ Chaplain General ◆ Canadian Forces Medical Group/Director General Health Services ◆ Director General Compensation and Benefits ◆ Director General Military Careers ◆ Comd CFRG ◆ Comd CFSTG ◆ CDA ◆ Canadian Forces Personnel Support Agency ◆ EDCM ◆ Directorate of History and Heritage 	<ul style="list-style-type: none"> ◆ Group Chief Warrant Officer - Chief Warrant Officer ◆ Project Director Rx2000 – EX-02 ◆ Chief of Staff – Colonel ◆ Surgeon General – Colonel ◆ Director of Dental Services – Colonel ◆ Director of Medical Operations – Colonel ◆ Director of Health Service Delivery – Colonel ◆ Director of Medical Training and Education – Colonel ◆ Legal Advisor – LAS 23 ◆ Health Services Reserve Advisor – Colonel ◆ Deputy Commander CFMG – Colonel ◆ Commanding Officer Canadian Forces Environmental Medicine Establishment – Colonel ◆ Commanding Officer 1 Dental Unit – Lieutenant-Colonel

	<ul style="list-style-type: none"> ◆ Commanding Officer Canadian Forces Medical Service School – Lieutenant-Colonel ◆ Commanding Officer 1 Canadian Field Hospital – Lieutenant-Colonel ◆ 3 x Commanding Officer Field Ambulance – Lieutenant-Colonel ◆ 5 x Commanding Officer Health Services Operational Training Unit – Lieutenant-Colonel ◆ 14 x Medical Company – Lieutenant-Colonel ◆ Commanding Officer Canadian Medical Equipment Depot – Major
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Dimensions

	Number of Personnel	Personnel Cost
Military – Regular Force	2882	\$168,444,021
Military – Reserve Force	1601	9,221,868
Civilians	619	18,107,313
Total	5102	\$195,773,202

Note: Given the time limitation, it is impossible to express the number of Reserve personnel in FTE equivalence. Accordingly, all the personnel information is presented in number of personnel only.

Resource Allocation Breakdown

Sustaining health care (O&M)	\$189.5M
Rx2000 (O&M)	\$ 50M
HS Related Defence Services Projects	\$ 58M
Total	\$297.5M

Specific Accountabilities

	SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION)	KEY ACTIVITY (HOW ACCOUNTABILITY IS ACHIEVED)	APPROX. % OF TIME
1.	Recommends, obtains approval, and ensures the implementation of a strategic plan to achieve the CFHS mission and vision.	<ul style="list-style-type: none"> - Key stakeholders are consulted and have input in setting the direction of the CFHS based on an assessment of present and future needs so that health services are sustained and enhanced. - Develops an annual business plan in accordance with CFHS strategic plan and integrates into CF long-term resource plan - Establishes priorities for strategic issues, delegates integration and operationalization of the strategic directions and evaluates outcomes. 	
2.	Leads and directs CFMG in order to create the conditions for successful attainment of the mission and vision	<ul style="list-style-type: none"> - Provides CFMG units with leadership, resources and infrastructure to meet on-going needs. - Creates and sustains a working environment that fosters empowerment, individual development, initiative, and recognizes contribution of personnel. - Engages CFHS leaders to identify and dialogue upon strategies to enhance CFMG effectiveness. - Ensures compliance with CF ethical and legal requirements. - Champions change, engages staff and stakeholders in the attainment of agreed goals - Approves responses to Ministerial Inquiries. - Delegates day-to-day management of CFMG units, monitors activities and ensures that all legal and departmental reporting requirements are met. 	
3.	Sustains a health service system that ensures a seamless continuum of services to all CF members at home, abroad, on deployed operations and as they transition back to civilian life consistent with the mandate from the CF Chain of Command.	<ul style="list-style-type: none"> - Promotes excellence in the provision of care, focused on meeting the needs of the CF members (patient advocacy role) consistent with the needs of the chain of command (company doctor role). - Fosters a knowledge-based environment, including the appropriate information system to support the strategic directions and clinical activities of the CFHS. - Ensures that health trends are applied, when appropriate, to address CFHS patient needs. - Maintains a national Quality Improvement program, and monitors quality of care and service effectiveness. 	
	SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION)	KEY ACTIVITY (HOW ACCOUNTABILITY IS ACHIEVED)	APPROX. % OF TIME

4.	Oversees the professional technical control of the CF Health Services System, the provision of quality advice to key internal and external stakeholders and provides the necessary resources.	<ul style="list-style-type: none"> - Ensures the development of a professional / technical orientation and ethos amongst CFHS providers and the provision of professional / technical leadership to CF health services providers. - Provides guidance to CF Surgeon General and Director Dental Service in the development of an overall strategic direction for professional / technical control of health services in the CF. - Ensures the development and implementation of a responsibility / accountability framework, and control mechanisms to govern professional / technical aspects of health services in the CF. - Ensures the CFHS maintains its accreditation with the Canadian College of Health Services 	
5.	Provides combat ready health services' units, sub-units and elements to support the navy, the army and the airforce on deployed operations in accordance with assigned tasks.	<ul style="list-style-type: none"> - Ensures development and currency of effective and efficient health services doctrine (i.e. current policies and procedures). - Ensures medical intelligence assessments are completed and disseminated. - Ensures operational readiness, sustainability, deployability and inter-operability of all health services capabilities. - Ensures individual and collective skill levels of CFHS personnel, and their associated equipment are maximized for deployed readiness. - Visits deployed troops and meets with key stakeholders. 	
6.	Promotes a culture of continuous learning in the organization and executes "Managing Authority" responsibility for all medical / dental occupations to ensure that the organization is competent to deliver against its mandate.	<ul style="list-style-type: none"> - Ensures training is delivered in accordance with the Canadian Forces Instruction and Education System processes (Quality Control). - Ensures enough personnel receive the training to meet the CF requirements (Quantity Control). - Ensures appropriate (internal or external) training and development opportunities are available for CFHS members to develop and maintain needed skills, both professional and managerial. - Acts as a mentor to senior CFHS leaders and; and coaches and helps shape future leaders. - Maintains currency with developments and advances in health care management and the profession of arms. 	
SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION)		KEY ACTIVITY (HOW ACCOUNTABILITY IS ACHIEVED)	APPROX. % OF TIME

<p>7.</p>	<p>Maintains a proactive research and development program within the CFHS.</p>	<ul style="list-style-type: none"> - Ensures the CFHS requirements are clearly understood by the primary partner - Defence Research and Development Canada and their stakeholders. - Ensures that CFHS R&D efforts are complementary with those of our major Allies. - Ensures the capability to manage the transition of selected research initiatives from the bench to the field. - Ensures the application of research findings in the practice of operational medicine. - Ensures the conduct and analysis of epidemiological research of key importance to the CF. 	
<p>8.</p>	<p>Develops and nurtures partnerships with the external stakeholders, including civilian health care sector, to assist the CFHS in meeting its mission and vision.</p>	<ul style="list-style-type: none"> - Visits units and meets with key stakeholders. - Maintains a civilian-military co-operation capability to support and manage all CFHS activities related to formal alliances with civilian health care organizations and monitors its efficacy. - Promotes an understanding of the uniqueness of the CFHS System in the civilian HS community. - Participates in networking activities that contribute to the maintenance of strategic alliances with civilian health care organizations and consults with counterparts in the civilian health care sector. - Fosters CFHS participation in local, regional or national health care forum that will enhance the quality of care and services to CF members. - Chairs the Order of St-John of Jerusalem Awards Committee. 	

CHALLENGES, ISSUES AND INITIATIVES

Unlike many of my civilian CEO counterparts, I have a dual role and therefore my range of responsibilities is greater and differs from theirs. I am responsible to provide care to the CF members while at home, abroad or while deployed. However, like them, I have to cope with many of the challenges that face the Canadian health sector in general as well as some that are particular to a military context.

Strategic environment

The strategic environment is changing and thus the requirement for the CFHS to adapt. While domestic considerations will continue to play a major role, it is the international stage where most threats and challenges will arise. The international security environment is likely to see the emergence of multiple centres of power as well as the diffusion of power. There will also be a maturing of the information revolution and greater strain on governing structures. In addition to regional instability, attention will be drawn to non-traditional threats, from cyber-terrorism at home to humanitarian disasters around the world. Against this background, Canada will seek to defend its interests in a world where discord and conflict remain an undeniable aspect of relations between and within states. This will include continued contribution to global peace and stability. The CF will therefore participate in more violent conflicts with less defined parameters that will potentially cause greater physical and mental health problems. This poses challenges in identifying the specific services and capabilities that will be needed in new theatres where the medical concerns and threats will come from new sources. As a leader, the position must work with their staff to develop new conceptual designs for deploying medical support.

The CFHS will be called upon to develop more effective prevention programs while maintaining the capability to deliver quality care at the standard expected by CF members. Gwen, please ask for her own words on what makes this challenging. (i.e. The challenge for me, as DGHS is to ensure that patient needs are met within a reasonable resource context.)

Over the past five years the number of deployments for CFHS personnel has increased, not only because of the increase in the number of assignments, but because of the limited number of CFHS members that can be deployed. Furthermore, while on deployment, the CFHS members sometimes face environmental challenges and are often exposed to more complex situations. They come back to Canada fatigued and burdened not only by their personal experience but also by those of the other CF members who have confided in them while deployed. They require understanding, support and time to rebuild their physical and mental stamina. The position of CFMG must balance the service level needs of CF with a need to maintain the health and long-term capacity of medical personnel to deliver services.

Changes and trends in the civilian health care system

A recent study by the Canadian College of Health Service Executives on the changing role of Canadian healthcare CEOs¹ noted the following five major trends that impact the most on the current health system in Canada:

- ◆ Recruitment and retention;
- ◆ Government deficit reduction;
- ◆ Regionalization;
- ◆ Demographic changes; and
- ◆ Technology Changes.

The restructuring and downsizing of the CFHS in the early 1990s included a reduction in the number of military health service positions and the closure of military hospitals. The CFHS has therefore had to rely increasingly on civilian healthcare providers and the civilian healthcare system for the provision of a significant portion of the care it is responsible to dispense to CF members. Consequently, changes in the civilian health care system have an impact, both positive and negative, for the CFHS.

One specific challenge is posed by the attrition of CF healthcare providers. The CFHS has, and will continue to experience for the coming 5-10 years, high levels of attrition amongst its health care providers especially for the more qualified professions. Concurrently, recruiting levels have fallen short of minimum requirements. Competitive working conditions and benefits in the civilian healthcare sector are definitely contributing factors to these combined CFHS phenomena.

It has been observed that many potential CF members leave or retire from the Canadian Forces prior or when they have reached a senior leadership position in the CFHS and obtain higher paying positions within the civilian healthcare sector. In such a context, succession planning is difficult. Nonetheless it is important to continue providing the coaching and guidance to those CFHS members that have the aptitudes and education required to assume senior management positions.

With this on-going loss of qualified military healthcare providers, the CFHS will have to rely more and more on civilian healthcare providers to work in its clinics. However, as noted above, the availability of such qualified resources remains uncertain. The CFHS will have to compete with its civilian counterparts and find innovative ways of recruiting

¹ Armstrong R., Brunelle F.W.H., Angus D.E., Levac G. The Changing Role of Canadian Healthcare CEOs: Results of a National Survey, 2000. Ottawa: Health Care Management Forum Supplement: 2000

and retaining civilian healthcare professionals. Furthermore, creating additional alliances with civilian health care organizations, both from the public and private sectors are essential for the on-going survival of the CFHS. I, as DGHS, must work at developing these alliances and ensure they are negotiated within an effective and efficient framework.

Even with the downsizing and restructuring of the health care systems across the country, total health expenditures in Canada increased by about 6.9% in 2000.² Furthermore, costs are expected to continue rising in the coming years. The challenge for the CFHS, like all other healthcare organizations, is to continue to provide quality, patient-focused health care at the best cost possible. However, contrary to our civilian counterparts, there are many factors that are not under our power, and therefore it is often difficult to control all our costs.

Working Conditions

i. PHYSICAL EFFORT

The physical effort required for this position is described in terms of the types of work completed: meetings/conferences; computer work/reading; visits; and social engagements.

- ◆ Meetings and conferences require prolonged sitting. These tasks account for approximately 40 per cent of the time and normally are of two to three hours' duration.
- ◆ Visits normally occur to units conducting training or deployed on operations and are therefore in austere conditions at sea or in the field. Access is often gained by air, including jet, propeller aircraft, and helicopter thus proving physically tiring. These tasks account for approximately 25 per cent of the time and normally are of two to five days duration.
- ◆ Engagements can occur at all times of the day and evening and involve prolonged sitting or standing. These tasks account for approximately 10 per cent of the time and normally are of two to five hours' duration.

ii. PHYSICAL ENVIRONMENT

The work involves continuous daily exposure to office noise from office equipment operation and computer screen glare. There is also exposure to the demands of tri-service duty at sea, on land and in the air. This contact can occur in all types of weather, at

² Canadian College of Health Service Executives. Health Systems Update 200-2001. Ottawa

temperature extremes, and throughout the globe. Exposure can include destitute hygienic conditions, extreme motion, poor diet, and sub-standard rest and ablution facilities. Severe, moderate and acceptable conditions are experienced 10, 40 and 50 per cent of the time respectively.

iii. SENSORY ATTENTION

Meetings and conferences require intense concentration on complex issues. This includes review, analysis and presentation of ideas. Computer work and reading requires sustained concentration and visual attention. Keyboarding and reading requires, eye focus and exposure to computer screen glare for several hours on a daily basis. These tasks account for approximately 25 per cent of the time and normally are of two to three hours' duration.

Engagements can occur at all times of the day and evening and require discipline to remain alert and focussed. These tasks account for approximately 10 per cent of the time and normally are of two to five hours' duration.

An extremely important working condition/skill, essential for my position, is emotional intelligence, one of the foundations is the ability to pay attention to the verbal and non-verbal cues of others to understand and respond appropriately in a given situation. This requires visual, auditory skills to uncover true feeling and concerns of individuals while remaining aware of personal emotions and their impact on the interaction.

iv. MENTAL STRESS

This is a seventy-hour a week position. The volume of activity, types of work, diversity of issues, complexity of the business, amount of time spent on the road, paucity of resources, and the criticality of the decision making processes combine to produce a constant level of significant stress. Required social engagements may also require great effort to maintain professional composure. Health Services to the CF is constantly in the spotlight of the media. The professional integrity of CFHS providers is often challenged rather than celebrated. This presents a significant and ever-present leadership challenge. Occasional peak levels of stress occur when decisions have to be made that: negatively affect the standard of medical and dental care to be delivered to the CF, put life at risk, or that will have significant national impact.

Core Capabilities

ix) KNOW-HOW AND EXPERIENCE

Experience, education and certifications for the position include:

- Master's degree from a recognized university in Health Care Administration, Public Administration or Business Administration. An acceptable combination of education, training and varied experience could also be considered in lieu of a Master's degree.
- Graduated from CFCSC or allied equivalent training
- Graduated from National Security Studies Course
- Completed the CDS Guidance to Commanding Officers Package
- Completed the Presiding Officer Course
- Certified Health Executive (CHE) status is required
- The incumbent must have CBC/CBC language proficiency in order to interact with personnel in both languages
- Experience in health services delivery ---
- Completed at least one tour in a staff position in NDHQ within the last ten years
- Experience in working with large multidisciplinary teams
- Significant experience in preparing and presenting reports to senior officials

Specific knowledge includes:

- Very good knowledge of health care delivery and management systems
- Very good knowledge of civilian health care delivery systems and trends
- Thorough knowledge of Canada Health Act
- Very good knowledge of accreditation standards, ethical and legal requirements related to health care delivery
- Thorough knowledge of management techniques related to strategic and business planning, human and financial resource management, and performance management
- Very good knowledge of military operational requirements

- Thorough knowledge of health care requirements in the military operational context

Competencies include:

Intellectual: Cognitive capacity, Creativity, Vision

Management: Action management, Organizational awareness, Capacity to mobilize people, Teamwork
Partnering, Professional development and coaching

Relationship: Interpersonal relations, Emotional intelligence, Political astuteness, Communication effectiveness, Networking

Personal: Stamina – Stress resistance, Ethics and values, Behavioural flexibility, Self-confidence

High professional standards, Sense of continuity, Consolidation skills

x) LEADERSHIP AND MANAGEMENT

The CF Health Services System is often referred to as the 14th Health Care System in Canada. Members of the CF are excluded from the definition of insured personnel under the 1984 Canada Health Act. Accordingly, they are not covered under Provincial Health Care Plans. They are also excluded from coverage by the Public Service Health Care Plan. The DGHS/ CFMG leads the Canadian Forces (CF) health service community (Medical and Dental Branches) in providing a comprehensive continuum of health services to CF members at home, abroad and on deployed operations, in accordance with the principles set forth in the 1984 Canada Health Act.

xi) OTHER IMPACTS

The CFHS has a tremendous impact on the entire CF and indeed DND. The position leads this organization. The physical and mental, health and fitness of CF members are inextricably linked to the readiness, effectiveness and efficiency of the military as a fighting force. The CF leadership must know the physical and mental limitations, which may preclude successful completion of military tasks, as well as the health and fitness levels, and employment limitations of CF personnel. In addition, military training and operations frequently result in serious injuries necessitating immediate access to life-saving health care resources. The CF Health Services is in the best, if not unique, position to provide the necessary timely care. Uniformed health care providers are as trained and ready as the remainder of the CF, have accepted unlimited liability to serve and are imminently qualified to provide quality care anytime, anywhere.

xii) WORKING RELATIONSHIPS

Contact	Frequency	Purpose
MND/MND staff	Weekly	To discuss progress with health services reform and/or provide information on issues of interest to the MND.
All DND Level One's (Defence Management Committee)	4-6 times per year	Members of the Defense Management Committee comprise the membership of the Health Care Reform Senior Review Board (SRB). Contacts include pre-briefings, meetings of the SRB, and responding to specific requests for information.
Other Government Departments	2-3 times per year	DGHS is a member of the Health Care Co-ordination Initiative Executive Committee. Committee membership includes Departments such as Veterans' Affairs, RCMP, Correctional Service of Canada, and Health Canada. Contacts include scheduled meetings and occasional one-on-one discussions on topic of mutual interest. Together we problem-solve; enter into alliances, explore partnerships and strive to create a market economy that allows us to deliver optimum care at best possible cost.
Veterans' Affairs Canada Staff	Monthly	DGHS and VAC have several joint initiatives that require nurturing as we strive to create a health care environment that seamlessly allows the CF to provide continuity of care to CF members transiting to civilian life.
CF Operational Stress Injuries Steering Committee	Quarterly or at the call of the Chair	Committee formed to co-ordinate CF-wide operational stress injuries issues including but not restricted to mental health, family support, spiritual well-being, compensation and benefits, personnel employment, personnel policy development, education and training.
Joint Staff Steering Committee	Bi-monthly or at call of Chair	Meets regularly to discuss issues related to deployed operations either current or to come.
Various Base / Brigade / Area, Environmental Command Commanders and Deputy Chief of Defence staff	On-going liaison	To discuss matters related to the Health Service Reform or any other matter related to the delivery of health services to CF members.
CEO - Canadian Council of Health Service Accreditation (CCHSA)	2-3 times per year	To discuss matters related to the accreditation by the CCHSA of CF Health Care Centres located across the country as well as the accreditation of the Health Services Delivery function provided by DGHS to the CF.
CEO & various staff - Canadian College of Health Service Executives (CCHSE)	3-4 times per year	To discuss matters related to the 'Certified Health Executive' program recently adopted by the CF. To discuss matters related to best practices in health services management. To increase the CF visibility amongst the civilian HS community. To foster networks and alliances in support of the CFHS commitment to excellence in health services.

Accountability Profile (Template)

POSITION TITLE:	XXX	LOCATION:	XXX
POSITION RANK:		DATE:	XXX, 2002
INCUMBENT RANK:		TITLE OF SUPERVISOR:	

Primary Focus

Describe the primary purpose of this position. This statement should explain what role this position plays in the organization in one or two sentences. The summary should be able to answer the question: “What would not get done if this job did not exist?”

It is helpful to limit the summary by using the following image. If you were at a party and asked someone, “so what do you do?”, what would the answer be?

Reporting Relationships

Reports to the **XXX**

Other roles reporting directly to the same superior are:	Roles reporting directly to this position are:
◆ Title	◆ Title
◆ Title	◆ Title
◆ Title	◆ Title

N.B. Please attach an organization chart for your area if it is available. This chart should indicate (at a minimum) “one above” and “one below” the position being described.

Dimensions

In many jobs, quantitative measures or business statistics provide relevant information from which to assess the impact of a job (e.g. revenues, budgets, employees, etc.). This data should be both organization and job-specific and provide the audience with “how big / how small” answers.

Staff	XXX Full Time Equivalents
Annual Payroll	\$XX
Annual Budget (excluding payroll)	\$ XX

Specific Accountabilities

Within the ‘big picture’, there are usually a number of ‘scenes’ that provide a more specific portrayal of the job. Rather than focus on duties and activities, these should provide information regarding key end results. In breaking the job down into component parts, the focus should be on such areas as, functional accountability (e.g.: in human resources - training and development; in decision making – statutory interpretation and application), or, organization accountability (e.g.: strategy development, process implementation, etc.).

The list of specific “key result areas” is to be listed in a logical sequence - e.g. plan, develop, deliver, review. If there is no particular sequence that aids the understanding of the job, then list in the order of their importance, so as to provide a relative degree of emphasis for each. It is customary to state accountabilities by beginning with an action word then stating the key result. The number of these key accountabilities should range between six or eight. In any case, they should not exceed ten. In estimating time, please focus on the approximate amount of time spent engaged in delivering each specific accountability.

	SPECIFIC ACCOUNTABILITY (STATED AS AN ACTION & BEGINNING WITH A VERB)	SAMPLE ACTIVITIES (EXAMPLE OF HOW ACCOUNTABILITY IS ACHIEVED)	APPROXIMATE % OF TIME
1.			
2.			
3.			
4.			
5.			
6,			
7.			

CHALLENGES, ISSUES AND INITIATIVES

This section is designed to provide the opportunity to indicate any high level issues and challenges that the position faces in the achievement of the results that are expected of the position. It should state the challenge, the expected response/action and the assistance available in dealing with the challenge.

Working Conditions

i. PHYSICAL EFFORT

Explain and give examples of the most intense physical effort required in the subject position's work. Please try to qualify the number of times or percentage of time that physical effort is required in the performance of duties.

ii. PHYSICAL ENVIRONMENT

Explain and give examples of the most adverse conditions that affect the work (noise, lighting, dust, etc.). Where duties are performed in more than one physical location, please describe the percentage of time spent in each location.

iii. SENSORY ATTENTION

Explain and give examples of the highest degree of sensory attention (seeing, hearing, smelling, tasting, touching) required to perform duties, for how long, and for what purpose.

iv. MENTAL STRESS

If the "normal" work process, or environment causes tension and /or anxiety resulting in psychological stress explain how and give examples (pace of work, work repetition, lack of control).

Core Capabilities

xiii) KNOW-HOW AND EXPERIENCE

What knowledge, skills and abilities are central to being successful in this role. Examples should include educational, experience and skills requirements.

xiv) LEADERSHIP AND MANAGEMENT

What is your role in leading your group/unit or in supporting the leadership of the organization?

xv) OTHER IMPACTS

What other areas of DND does this job exist to have an impact upon. Describe this impact.

xvi) WORKING RELATIONSHIPS

With whom do you interact? Beyond direct reports, describe the significant working relationships you have, their frequency, and explain their purpose.

Contact	Frequency	Purpose