

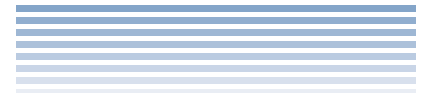


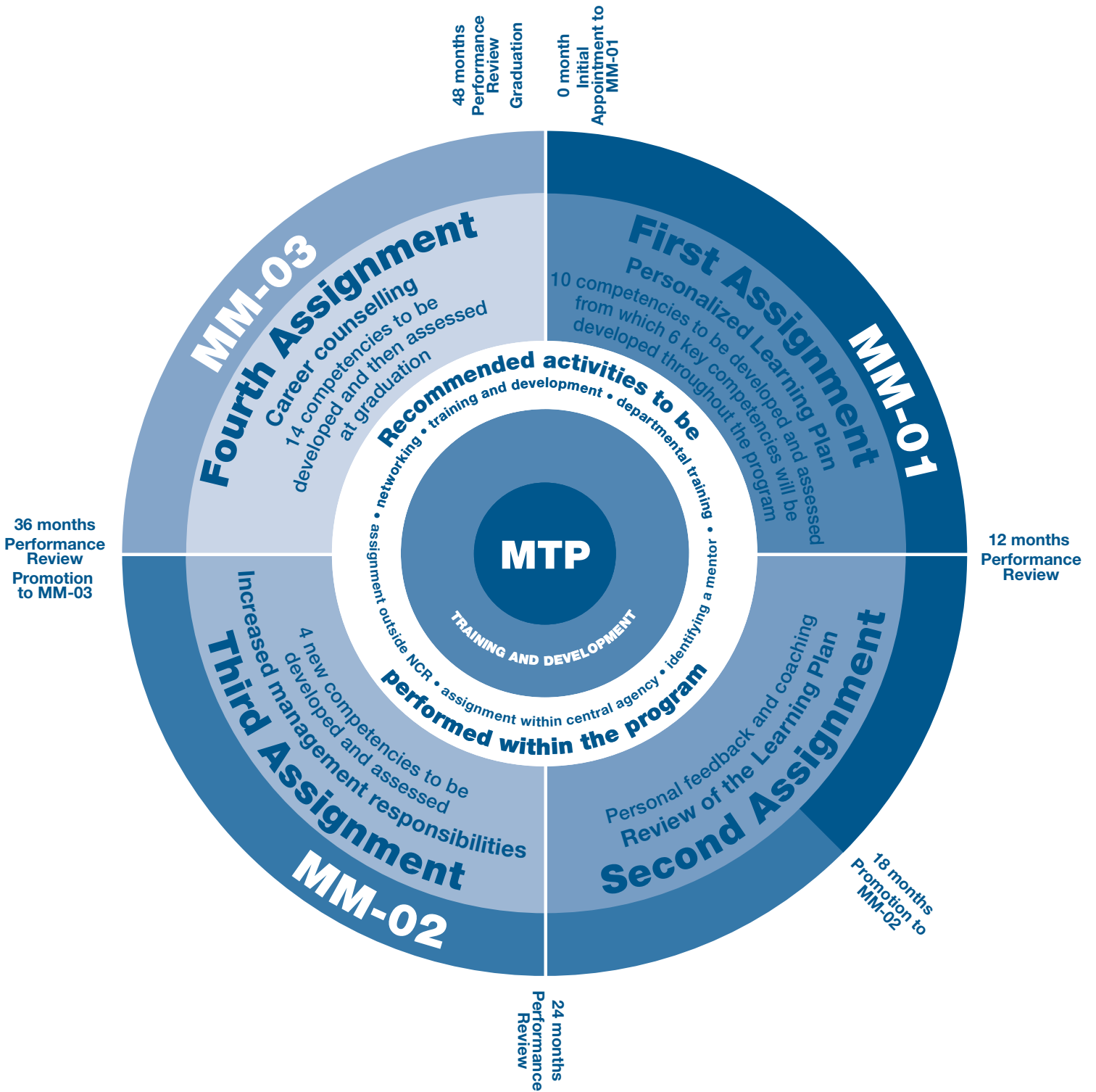
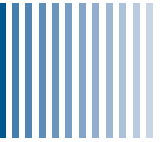
Management Trainee Program (MTP)

Programme de stagiaires en gestion (PSG)

Manager's Guide

Guide à l'intention des gestionnaires





Recruitment Process

- The MTP uses a selection process that is **comprehensive, fair, transparent and equitable**.
- **Candidates** are selected each year in the fall, as part of the **Post-Secondary Recruitment Program** conducted by the **PSC**, based on **commitments** by the participating organizations.
- Management Trainees are selected by a team of **human resources specialists, senior managers** and **psychologists**, who assess their **management skills**.
- **Managers** are often called upon to **participate** in the **selection** process.
- The **goal** of the selection process is to **determine candidates' management abilities**. The process includes a number of **steps**: file screening, **assessment of leadership** potential, **simulation** exercise, **in-basket exercise**, task force exercise, **interview**, etc.
- Qualified **candidates** recruited from the **external component** are invited for **interviews** and may be offered a **position** by participating organizations.
- **Candidates** from the **internal component** must **qualify** in their organization's internal **competition** in order to secure a **Management Trainee position**.

Additional information:

http://jobs.gc.ca/mtp-psg/selection_e.htm

Language Requirements

- **Candidates** must be **bilingual (C-B-C/C-B-C)** before they are **appointed** to a **position** in the MTP and become **Management Trainees**.
- Candidates recruited from the **external component** have a **non-employee** or **ab initio (AIO)** status. They **cannot remain** in the **Public Service** if they **do not become bilingual**.
- Those recruited from the **internal component** already have **Public Service employee status**; they remain **subject** to the terms and conditions of their position for the duration of their **language training**.
- About **75% of candidates** require **language training**.
- The **language training** period should not exceed **52 consecutive weeks**.
- **Management Trainees** are **responsible** for **successfully completing** their **language training** and must devote the necessary number of hours to do so.
- Candidates on language training receive an **allowance** that is equal to **80% of the entry-level salary**. This **allowance** is **paid** by the **home organization**.
- Candidates who **successfully complete** their language training are **appointed** to the **MM-01** group and level and **thus become Management Trainees and public servants**.

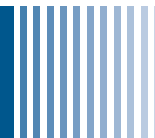
Additional information: http://jobs.gc.ca/mtp-psg/lt_e.htm

Information on **terms and conditions, accommodations, transportation**, etc.:

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/compensation/sap3_e.html#_Toc444402966

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/compensation/sap3_e.html#_Toc444402967

Welcoming Management Trainee - Action*



Name of Management Trainee:

Arrival date:

Telephone:

Cellular telephone:

Fax:

E-mail address:

Home organization:

Name of co-ordinator:

Telephone:

Host organization:

Name of co-ordinator:

Telephone:

As a reminder, here are a few suggestions managers can use when welcoming Management Trainees:

Before Management Trainees arrive

- Communicate** with Management Trainees **before their arrival** to ensure they have the necessary **documentation** for the assignment (letter of offer, assignment description, arrival time, etc.).
- Settle** all **administrative** details:
 - work station** available and operational
 - telephone**
 - computer** configured in the **desired language**
 - E-mail address** and **E-mail** operational
 - Management Trainee's **name plate installed**
 - Management Trainee's name **added** to the organization's electronic **directory**

On the first day

- Greet** the Management Trainee **in person**
- Introduce** fellow workers
- Give a tour** of the **premises**
- Give** the Management Trainee the organization's **orientation kit**, if applicable
- Provide basic information** (rules, regulations and administrative procedures)
- Explain procedures** for telephone calls and messages
- Give instructions** on getting computer **technical support**
- Provide documentation** and **references** on **terms and conditions of employment**
- Provide documents** to be filled out (Human Resources, Pay and Benefits)
- Explain security procedures** (identification card, access codes, etc.)
- Provide appropriate documentation, supplies, dictionaries, etc.**
- Briefly **explain acronyms** and **abbreviations**
- Provide information** on useful contacts and general **services**
- Discuss** the job title and printing of **business cards**
- Explain** the type of **direction and support** you would like to offer as a **manager**
- Assign an initial task**
- Schedule** the first **follow-up meeting**



- The **CCMD** is responsible for the **educational component** of the MTP and for related training **costs**.
- The **PSC** and the **TBS** will pay travel, accommodation and meal costs for the following courses: Orientation, Personal Learning Service Workshop and Annual Conferences. **Departments are responsible for any other training related travel costs.** Additional information: http://jobs.gc.ca/mtp-psg/cost_e.htm
- Managers must **allow** Management Trainees to **undergo training** as per Personal Learning Plans.

For more information, the **course calendar** and **CCMD registration** form, consult the following:

http://www.ccmd-ccg.gc.ca/programs/mtp/info/courses/descrip_e.html

http://www.ccmd-ccg.gc.ca/programs/mtp/info/forms/forms_e.html

- **Manager-provided coaching** and **direction** are an integral part of the Management Trainees' learning activities.
- Some organizations provide **technical** training related to their operations.
- Some organizations offer their Management Trainees a **management orientation** program.

Promotion Board

- Organizations have the authority to **appoint** Management Trainees (to levels MM-02 and MM-03), without competition, on the basis of **individual merit** as **assessed** by a **promotion board**.
- A **promotion board** consists of at least three people, including **two managers** at the PM-05 level or above. Organizations may **invite** a PSC representative to sit on the board. The **decision** to **approve** or deny a **promotion** for a Management Trainee rests with the members of the **promotion board**.
- Some **organizations** use **other assessment methods** for promotions.

Promotion Steps

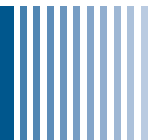
- Management Trainees must be **evaluated** at **18** and **36 months** of their participation in the MTP.
- To be eligible for **consideration for promotion**, a Management Trainee's performance must have been evaluated as **fully satisfactory or above**; anything less **delays** his or her promotion interview by **six months**.
- Those who are **denied promotion** following a promotion board must **wait six months** to be **re-boarded**.
- Participants who are found to be **unsuccessful by two promotion boards** are **removed** from the Program.

Assessment Methods

- The PSC has developed a number of **assessment tools** that are available to the **members** of promotion **boards**. Any one of the following **methods of evaluation** may be used: **interviews**, work samples, **written examinations**, assessment centres, **simulation exercises** and **performance evaluation reports**. **Reference checks** are **highly recommended**.
- Management Trainees will be **promoted** if they can demonstrate they have **met** the established standards. (See "Competencies" heading or http://jobs.gc.ca/mtp-psg/competencies_e.htm)
- The **statements of qualifications** are derived from the requirements outlined in the Development Framework drawn up for each level of the MM group. (See "Statement of Qualifications" heading or http://jobs.gc.ca/mtp-psg/soqmm02_e.htm or http://jobs.gc.ca/mtp-psg/soqmm03_e.htm)
- Management Trainee **appointments** made under the PSEA are subject to **appeal**. (http://publiservice.gc.ca/hr/lhp/1996/96_20e.htm)

Additional information:

see http://jobs.gc.ca/mtp-psg/promotion_e.htm and the letter to the heads of personnel at http://publiservice.gc.ca/hr/lhp/1996/96_20e.htm



Roles and Responsibilities of Co-ordinators

- **Promote** the MTP **internally** among **managers**.
- **Establish procedures** to determine the number of **Management Trainees to be hired**.
- **Support** Management Trainees in **finding mentors** and **assignments**.
- **Identify managers** who can participate in the selection process.
- **Help** Management Trainees **prepare** their **learning plan**.
- **Liaise** between Management Trainees, managers and mentors, and **advise** and **assist** them in the performance of their roles and responsibilities.
- **Ensure** that assignment **objectives** and performance **indicators** are defined.
- **Find** managerial **assignments inside** and **outside** the organization, requesting the **assistance of the PSC**, if required.
- **Ensure** that the Management Trainee's job **performance** in each assignment is **evaluated**.
- **Co-ordinate** the **promotion** process and **train managers** in this process.
- **Contact Management Trainees** on assignment **outside their home organization**; pass on **important information** from the organization; periodically **review** Management Trainees' **progress**; and **facilitate** their **reintegration**.
- **Ensure** that **Management Trainees** receive the **job-related training** required by their **organization**.
- On request, **provide** the **PSC** with **ad hoc reports** throughout the course of the **Management Trainee's** participation.
- **Demonstrate**, to the **satisfaction of the PSC**, that the Management Trainee has **satisfied** all the **requirements** to **graduate** from the Program.
- **Check** with the **organization** to see that, after **graduation**, the **Management Trainee** is **appointed** to a position commensurate with his or her **competencies**.

Roles and Responsibilities of Management Trainees

- **Take responsibility for managing their careers**.
- **Develop, plan** and **manage** their four-year **learning plan**.
- **Maintain** their level of **bilingualism**.
- **Attend** all **courses** identified in their Personal Learning Plan (CCMD and other organizations).
- **Find assignments** that are consistent with their learning plan.
- **Build** and use a broad network of **contacts**; **find** one or more **mentors**.
- **Keep in touch** with the **co-ordinator** and/or **managers** in their home organization.

Additional information:

http://jobs.gc.ca/mtp-psg/programresp_e.htm



Graduation - Action*

The **home organization** will determine whether the **Management Trainee satisfies** all the **graduation requirements**. Managers (together with co-ordinators) must ensure that the following requirements are **met**:

- The Management Trainee has completed all **training and development** identified in his/her Personal Learning Plan.
- The Management Trainee's **performance rating** has always been **fully satisfactory** or better (a **single exception** may be allowed).
- The Management Trainee has acquired **supervisory experience**.
- The Management Trainee has acquired **public service experience**.
- The Management Trainee has acquired **experience** in at least one of the following areas:
 - finance**
 - human resources**
 - material management**
 - policy development**
- The Management Trainee has met the **specific requirements** of his/her **home organization**.

- Please **explain** if some of the above-mentioned **conditions** have **not** been met. Please also obtain **PSC approval** before proceeding with graduation procedures:

Other **strongly recommended activities**:

- The Management Trainee took one of the **management orientation programs** provided by various organizations.
- The Management Trainee worked
 - in**
 - outside**the **NCR**.
- The Management Trainee had an **assignment** in a **central agency**.

Other **conditions specific to the organization**:

The **graduation certificate** will then be issued by the PSC.

Additional information:

http://jobs.gc.ca/mtp-psg/grad_e.htm



Roles and Responsibilities

- The **TBS** is the **decision-making centre** for the Program (determination of **policy**; establishment of **objectives**; identification of **outcomes**; approval of **financial resources**, **employment conditions**, classification standards, etc.).
- The **PSC** is responsible for **managing** and **promoting** the Program, **recruiting Management Trainees**, developing **competency profiles** and **assessment tools**, etc.
- The **CCMD** is responsible for the **educational component** of the MTP.

Additional information:

http://jobs.gc.ca/mtp-psg/programresp_e.htm

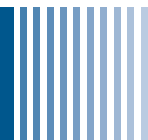
Roles and Responsibilities of Managers

- **Become familiar** with the MTP and with the **statements of qualifications** for the MM group.
- **Contact** the **organization's co-ordinator** to obtain a Management Trainee for an assignment.
- **Participate** in candidate selection.
- **Welcome Management Trainees** into their new working environment (see “Welcoming Management Trainees - Action*”) and **introduce** them to their new organization, its **culture** and its operations.
- **Provide direction** and **support** so Management Trainees can fully **benefit** from the **professional experience** and **advice** of the people around them. This means **managers** must make themselves **available**.
- **Determine** how the Management Trainee can **contribute** to the achievement of the **organization's objectives** and help the Management Trainee identify the **competencies** he or she needs to **develop**.
- **Help** Management Trainees **develop** their **learning plan** and **define** their **needs** (mandatory courses, optional courses, in-house training, assignments, etc.).
- **Evaluate** their **performance** on the basis of pre-established objectives.
- **Participate** in MM-02 and MM-03 **promotion boards** where required.
- If applicable, **contact** the Management Trainee's **home organization** to **provide** a brief **report** on the **assignment** and the Management Trainee's **performance**.

Additional information: see “Assignments” headings.



Mentoring - Action*



Name of Management Trainee requesting me as a mentor:

Home organization:

Telephone (office):

Telephone (home):

Fax:

E-mail address:

Date of first meeting:

Examples of discussion topics raised by Management Trainees and mentors:

- problem-solving and case studies
- ability to analyse and synthesize
- development of specific competencies
- management styles and learning styles
- corporate culture
- strategic directions
- diversity
- stress management
- critical thinking
- official languages
- auditing
- learning plan
- government priorities
- employment equity
- change management
- conflict management
- communication skills
- leadership at meetings
- evaluation

Indicate **other subjects** you would like to discuss:

Summary of **manager's expectations**
(objectives, frequency of meetings, commitment, etc.):

Summary of **Management Trainee's expectations**
(objectives, frequency of meetings, commitment, etc.):



Assignments - Action*

Action to be taken by **managers** who are responsible for an **assignment**:

- Participate** in **Management Trainee selection**, bearing in mind that the **person chosen** must be able to **develop** certain **competencies** during the assignment.
- Consult** the statements of **qualifications** and **competency** standards (see the two relevant headings below) in order to prepare the **assignment description**.
- Together with the co-ordinator, **complete** the **MTP assignment description form**: http://jobs.gc.ca/mtp-psg/forms_e.htm (objectives, skills, duration, training, etc.) according to the type of assignment:
 - central agencies**
 - inter-organizational agreement**
- Indicate how the assignment** fits with the selected Management Trainee's **learning plan**:

- Outline to what extent** the assignment will help the Management Trainee **develop his/her management skills**:

- Indicate how** the assignment will help the Management Trainee meet his/her **personal learning needs**:

- Plan** the type of **direction** and the **follow-up mechanisms** to ensure that the **assignment** is beneficial and **worthwhile** for the Management Trainee and the organization.
- Evaluate** the Management Trainee's **performance** at the end of the assignment and complete the **performance review form**: http://jobs.gc.ca/mtp-psg/forms_e.htm
- Together with the co-ordinator, **help** the Management Trainee identify a **new assignment** during the **last three months** of the assignment in progress, if applicable.



Mentoring

- Mentoring is a **mutually agreed supportive learning relationship** between two people. The relationship, **sometimes informal**, is intended to be **honest** and **confidential**.
- It is up to each **Management Trainee** to **find one or more mentors**.
- **Managers** who wish to **share** their knowledge and experience and **help** train tomorrow's leaders may express their **interest** to the **co-ordinator** in their organization.
- Managers may also **encourage their co-workers** to do likewise.
- The relationship between the **two parties** must be based on **realistic expectations**. The parties involved **must agree** to **invest** the necessary **time** and **effort**.
- It is up to them to **decide** the **duration** of the mentoring period and **change** it, if necessary.
- **Organizations** that encourage mentoring find it has many **benefits**: better **communication** and **value sharing**; greater **efficiency** and **motivation** in the **workplace**; **more effective** training; Management Trainees who feel **more a part** of the organization and have a clearer **perspective**, more **knowledge** and **expertise**, etc.
- **Mentoring** is **not a one-way** relationship. It is a valuable, dynamic tool for the **career enhancement** of **both partners**.
- The mentor's **reward** is often the **satisfaction of helping** a person **succeed** and seeing that person **move up in the ranks** of the Public Service.

Additional information:

http://jobs.gc.ca/mtp-psg/mentors_e.htm (Mentoring and the MTP)

http://www.tbs-sct.gc.ca/Pubs_pol/hrpubs/TB_856/WHAT002e.html (Self-Help Guide to Mentoring)

<http://www.tcm.com/hr-books/mentoring.htm> (bibliography) and

http://leadership.gc.ca/ThirdLevelCats_e.asp?CurPage=1&level2id=19&Level3id=66&id=0



Assignments

- **Assignments** are to be **established** in accordance with the **14 competencies** to be developed by **Management Trainees**, their **personal training needs** and the needs of the **organization**.
- Assignments are usually for **12-month periods** and must be **clearly defined**.
- Assignments are part of each Management Trainee's **learning plan**, which is **drawn up** with the **home and host organization managers** and **co-ordinators**.
- Assignments are to be carried out in **various contexts** (**home organization, central agencies, regions**, etc.) and must involve increasingly **complex challenges** and **increasing responsibilities** (see “Assignments - Action*”).
- Each **assignment** must be covered by an **agreement** signed by the **Management Trainee** and the home and host organization **co-ordinators**.
- Managers and Management Trainees must establish assignment **objectives** and outline how the assignments will help the Management Trainees gain **practical experience** and develop their **management skills**.
- **Managers** are to give Management Trainees opportunities to acquire **experience in service to the public** and in at least one of the following areas: **finance, human resources, material management or policy development**.
- Managers must **evaluate Management Trainees' performance** at the end of their assignments.
- During assignments, **host organization managers** must allow **Management Trainees** to **participate** in **mandatory MTP training** and in **activities and meetings** in their **home organizations** in which they would normally be required to participate.
- **Management Trainees** must agree to **travel and relocate** during the Program.

Additional information:

http://jobs.gc.ca/mtp-psg/assignments_e.htm and
http://jobs.gc.ca/mtp-psg/forms_e.htm



Cost Sharing and Salaries

Cost Sharing

- Operating **costs** for the program are **shared** by the **PSC, TBS, CCMD** and the **home organizations**.
- **Costs** related to **language training** are covered by the **TBS**. **Costs** related to **training and development** are covered by the **CCMD** and the **home organizations**. **Salaries** are covered by the **organizations**.
- A **large portion** of **travel** and **initial relocation** costs (for candidates from outside the NCR) is covered by the **PSC** and **TBS**.
- **Salary, accommodation** and **meal costs** are **generally** covered by the **home organization**.

For more information, see the **detailed table** at the following address: http://jobs.gc.ca/mtp-psg/cost_e.htm

Salaries

- The salary plan for Management Trainees has **three levels: MM-01 to MM-03**.
- The **salary rates** are roughly similar to those for the **PM group**.
- Management Trainees are **not** eligible for **acting pay**.
- Candidates on **language training** receive **80%** of the **MM-01 salary**.

Additional information:

http://jobs.gc.ca/mtp-psg/salary_e.htm



Management Trainee Program Overview

- The MTP is designed to **recruit** and **develop** individuals with strong **management** potential in order to prepare them for **middle management** positions in the federal **Public Service**.
- The MTP is a **four-year** learning **program**.
- **Management Trainees** are **appointed indeterminately** at the **MM-01 level** in their home organization under an **exclusion approval order** (see reference below).
- The program includes a variety of **teaching methods** and **learning projects** to help Management Trainees acquire the necessary **knowledge** and **competencies**.
- The main learning activities are the responsibility of the **Canadian Centre for Management Development (CCMD)**.
- Management Trainees will gain **practical experience** and develop their skills through **varied assignments**, each lasting approximately 12 months.
- Their time in the MTP is a **learning period** for Management Trainees and they will often **need advice** and **feedback**.
- Managers are expected to provide Management Trainees with **direction** and **support** to help them develop their **competencies**.
- The MTP **language requirements** are **C-B-C/C-B-C**.
- At the end of the program, the home **organizations** undertake to **appoint their Management Trainees** to positions **classified at or above the PM-04** or equivalent level. They can make the appointments **without competition**.

Additional information:

http://jobs.gc.ca/mtp-psg/index_e.htm

Exclusion approval order:

http://publiservice.gc.ca/hr/lhp/1996/96_20e.htm



Competencies

The **required competencies** for each level of the **MTP** are based on the MM group **Classification Standard** and the **management characteristics** outlined in the *La Relève* document *Leadership Competencies for ADMs and Senior Executives*.

See: <http://www.psc-cfp.gc.ca/aexdp/eleaders.htm>

To **be promoted** and to obtain their graduation diplomas, **Management Trainees** must demonstrate that they have the following **14 competencies** (which vary depending on the level):

Intellectual Competencies

- Cognitive capacity
- Creativity

Relationship Competencies

- Interpersonal relations
- Communication

Future Building Competencies

- Visioning

Personal Competencies

- Stamina/stress resistance
- Ethics and values
- Personality
- Behavioural flexibility
- Self-confidence

Management Competencies

- Action management
- Organizational awareness
- Teamwork
- Partnering

Additional information (definitions):

http://jobs.gc.ca/mtp-psg/competencies_e.htm



Statement of Qualifications - MM-02 and MM-03

- The statements of qualifications are based on the provisions of the **Selection and Assessment Standards**, for both the **generic requirements** and the **specific requirements** for a classification group.
- The first standard stipulates that these qualifications are to be **based** on the **work to be performed**.
- The **statements of qualifications** are derived from the requirements described in the **Development Framework** drawn up for **each level in the MM group** by the TBS together with the **CCMD**, the **PSC** and **participating organizations**.

- **The statements of qualifications specify the knowledge, abilities, personal suitability, experience, education, language proficiency, and security authorization that Management Trainees must have to perform the work.**

The **MM-02 and MM-03** statements of qualifications are **described in detail** at the following addresses:
http://jobs.gc.ca/mtp-psg/soqmm02_e.htm and
http://jobs.gc.ca/mtp-psg/soqmm03_e.htm



How to use this guide

- This guide is intended for **managers** seeking **information** on the Management Trainee Program (MTP).
 - It contains several **headings, links** to the MTP Web site, links to **forms** and a **section reserved** for **participating organizations**.
 - It includes two components: an **information** component, where managers will find information on each heading, and an **action*** component, where managers can **enter** certain **activities** or **steps** to be **taken**.
 - This guide will also be available in **electronic format** (visit the MTP Web site at the following address: http://jobs.gc.ca/mtp-psg/managers_e.htm); the electronic version will be **updated** regularly and the **hypertext links modified** accordingly.
 - The following acronyms are used in the guide: **CCMD** (Canadian Centre for Management Development), **MTP** (Management Trainee Program), **NCR** (National Capital Region), **PSC** (Public Service Commission), **PSEA** (*Public Service Employment Act*) and **TBS** (Treasury Board Secretariat).
 - In this guide, the term **(home or host) organization** includes **departments, central agencies** and **other agencies**.
 - For **additional information**, please consult the MTP **co-ordinator** in your organization.
- If you have any **comments** or **suggestions** about this guide, you may send them to the **Public Service Commission** at the following address: http://jobs.gc.ca/mtp-psg/contact_e.htm

