

Office of Director RCEME
National Defence Headquarters
Ottawa, Ontario K1A 0K2



2184-5000-4 (RCEME Corps Coord)

19 September 2017

Distribution List

DIRECTOR RCEME COMMUNIQUÉ
No 09/2017 – THE CORPS OF
RCEME TIER 6 SUCCESSION PLANNING

References: A. CAO 11-79 Army Succession Planning
B. Senior Regional Representative Terms of Reference
C. Director RCEME Communiqué 12/2016 – The Corps of RCEME Tier 6 Succession Planning

AIM

1. The aim of this communiqué is to reiterate the process from which The Corps of RCEME is approaching succession planning at the tier 6 level for Regular Force RCEME officers as required in Reference A.

BACKGROUND

2. In the last years, the RCEME Corps was thorough in its approach by defining the two stages of a junior officer's career: before and after employment as a Maintenance Officer, if this opportunity is offered. The primary stage goal is to identify your officers that have the potential to be a Maintenance Officer, as leading our technicians. The second stage goal is to identify potential to command at Tier 5 & 4 (sub-unit & unit) of those who already served as Maintenance Officers. Additionally, this whole process should assist in identifying and synchronizing the right training at the right time to continue proper development.

3. The table at Annex A lists criteria to track the potential of our junior officers. These criteria reflect our common values. Their application to the individual processes in effect in each of your regions will bind our efforts to cultivate the talent inherent to the Corps' young officer.

4. Moreover, the information provided for the Tier 6 Succession Planning process helps to make the right decision regarding the annual posting plot: offer our junior officers, at the right moment, the required opportunities for development, while ensuring that unit requirements are met by posting the right person irrespective of his/her geographic point of origin.

PROCESS

5. Senior Regional Representatives, IAW Reference B, are responsible for developing a Regional RCEME Corps Succession Plan for the Captains and Lieutenants in their Regions. These plans should be developed in collaboration with Unit COs and the Career Manager, as applicable.

6. This Regional plan will be developed using the tier descriptor in Annex A and the template at Annex B and assess officers as high, medium or low in Tier 6 based on potential. Officers must also be ranked within these sub-categories.

7. Timeline: Tier 6 Succession Planning Report (Annex B) is required to be reviewed at a minimum of an annual basis. I ask that you provide me and the CM with your Tier 6 Succession Planning results for, at the latest, **1 November 2017**.

CONCLUSION

8. Early identification of future potential is essential for ensuring a successful, effective, RCEME Officer Corps. Planning at the Regional level will facilitate this and ensure opportunities for both the individual and the Corps are not missed.

Arte et Marte



N.P.M. Corriveau
Colonel
Director RCEME



M. Walhin
Chief Warrant Officer
RCEME Corps SM

Annexes:

- Annex A – Tier 6 Succession Planning Goals and Assessment Criteria
- Appendix 1 – Table of Assessment Criteria
- Appendix 2 – Employment and Course Flowchart
- Annex B – Table of Tier 6 Results

Distribution List (Via Email only)

Action

All RCEME Regional Network Sr Reg Reps

Info

RCEME Council Members

- CO 1 Svc Bn
- CO 2 Svc Bn
- CO 5 Svc Bn
- CO 5 Tech Svcs

TIER 6 SUCCESSION PLANNING GOALS AND ASSESSMENT CRITERIA

GOALS

1. Career Phase: Pre Maint O

- a. Observe and communicate the potential to benefit from a Maint O position;
- b. Ensure the progress of identified individuals with respect to essential courses and professional development (PD) *prior to* employment as a Maint O:
 - i. CAFJOD 1, 2 and 3;
 - ii. AJSO;
 - iii. ATOC.
- c. Coordinate the right job at the right time between geographic regions.

2. Career Phase: Post Maint O

- a. Early identification of Tier 5 & 4 command potential (sub-unit / unit);
- b. Synchronization of key employment:
 - i. Ops O;
 - ii. Adj;.
 - iii. Instr (RCEMES).
- c. With essential courses / PD:
 - i. Bilingualism;
 - ii. CAFJOD;
 - iii. AOC;
 - iv. RCEME AOC.

RANKING OF OFFICERS

3. The Tier 6 succession planning is a tool that will empower the regions to better track the potential of their junior officers. It will also be employed by the Career Manager to properly nominate the right candidate on the different courses and training that junior officers will require throughout their careers. Since Tier 6 succession is now based on two career phases, below are guidelines defining the Tier 6 High, Medium, Low nomenclature IOT ensure that all regions and the Corps have a baseline common view. Essential, Important and Desirable assessment criteria are presented at Appendix 1. Please note that these are guidelines and some interpretation is possible within each region. Furthermore, it is important to note that our junior officers can fluctuate from Low to High according to their experience gained, the mentorship they receive, their performance and their potential. Here lies the reason why these evaluations are required as a minimum on an annual basis:

- a. Tier 6 High Potential:
 - i. Meets both the qualitative and quantitative criteria with excellence (Essential, Important & Desirable);
 - ii. Can assume challenging positions and functions immediately with min. to no guidance and mentoring.
- b. Tier 6 Medium Potential:
 - i. Meets all Essential criteria and demonstrates very good growth with respect to other qualitative and quantitative criteria (Important & Desirable);
 - ii. Will be able to assume challenging positions and functions with some guidance and mentoring.
- c. Tier 6 Low Potential:
 - i. Meets some of the qualitative and quantitative criteria (Essential, Important and Desirable);
 - ii. Would be able to assume required positions and functions with additional/sustained guidance and mentoring.

Note. The factors above are not to be used simply as a scoring criterion, but rather as an indicator of future potential or where we want to invest our efforts. E.g. A Capt that is considered to have lots of potential, but is missing a language profile is someone who the Corps would want to put forward as a strong candidate for language training.

ASSESSMENT CRITERIA

Tier 6 Succession Planning Guidance	Assessment Criteria				
	Qualitative		Quantitative		
	Essential	Important	Essential	Important	Desirable
Pre Maint O	<ul style="list-style-type: none"> Committed & willing to serve. Expressed desire to pursue a “core” RCEME Offr career path. Dynamic & enthusiastic. Expressed desire to serve and deploy with a Unit. 	<ul style="list-style-type: none"> Proven ability to communicate (up, lateral, down). Particularly ability to brief and interview subordinates. Tactical & technical acumen. Observed success on exercise/ops. Demonstrated interest in equipment technologies (Briefings, PD, BNs, Svc papers, RCEME Journal articles, etc.). Fit to fight. Enthusiastic to lead Pl level PT. Able to deploy. 	<ul style="list-style-type: none"> ATOC Maint Pl Comd 	<ul style="list-style-type: none"> Second Language Profile CAFJOD complete 	<ul style="list-style-type: none"> Engineering Education
Post Maint O	<ul style="list-style-type: none"> Proven judgement & integrity. Applies the values and ethics of the CAF to every interaction and decision. Confirmed desire to command a Coy. Proven ability to lead soldiers. Maint O PER Sect 6 explicitly or implicitly identifies sub-unit command potential. 	<ul style="list-style-type: none"> Proven ability to communicate (up, lateral, down). Briefings & effective written comms become more important. Proven performance record as a Maint O. Fit to fight. Enthusiastic to lead group PT. Able to deploy. 	<ul style="list-style-type: none"> Maint O CAFJOD complete 	<ul style="list-style-type: none"> Second Language Profile (BBB) Undergrad degree 	<ul style="list-style-type: none"> Project Mgmt or technical PD (courses, PMP, PEng, etc.)

EMPLOYMENT & COURSE FLOWCHART

