

Office of Director RCEME
National Defence Headquarters
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Distribution List

DIRECTOR RCEME COMMUNIQUÉ No 01/2020 –
THE CORPS OF RCEME TIER 6 SUCCESSION PLANNING

References: A. CAO 11-79 Army Succession Planning
B. Senior Regional Representative Terms of Reference (10 August 2018)
C. Director RCEME Communiqué 09/2017 – The Corps of RCEME Tier 6 Succession Planning

AIM

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

BACKGROUND

2. In the past, the RCEME Corps was thorough in its approach by defining the two stages of a junior officer's career: pre and post Maint O, if this opportunity is offered. The primary goal is to identify officers that have the potential to be a Maint O and lead our technicians. The second goal is to identify the potential of post-Maint O officers to command at Tier 5 & 4 (sub-unit & unit). Additionally, this process should assist in identifying and synchronizing the right training at the right time.

3. The table at Annex A lists the criteria to track the potential of our junior officers. The 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 officers.

4. Moreover, the information provided by the Tier 6 Succession Planning process assists in making the right decisions regarding the annual posting plan and in offering our junior officers, the required opportunities for development in a timely manner.

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. The Tier 6 Succession Planning Report (Annex B) is required to be reviewed annually. I ask that you provide me with your Tier 6 Succession Planning results through the Officer CM no later than, **30 October 2020**.

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 that opportunities for both the individual and the Corps are not missed.

9. I thank you in advance for your time and commitment to this endeavour which is of great value to our Corps and, by extension, our junior officers.

Arte et Marte

J.C.H. Spitzig
Colonel
Director RCEME

K.S. Northorp
Chief Warrant Officer
RCEME Corps SM

Annexes:

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

Distribution List

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 2 CDSG Tech Svcs
CO 3 CDSG Tech Svcs
CO 4 CDSG Tech Svcs
CO 5 CDSG 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. CAFJODs 1, 2, 3;
 - ii. AJSO; and
 - 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; and
 - iii. Instr (RCEMES).
 - c. With essential courses / PD:
 - i. Bilingualism;
 - ii. CAFJOD;
 - iii. AOC; and
 - 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 different courses and training which junior officers will require throughout their careers. Since Tier 6 succession is based on two career phases, guidelines defining the Tier 6 High, Medium, Low nomenclature IOT ensure that all regions and the Corps common view. Essential, Important and Desirable assessment criteria are presented at Appendix 1. 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 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); and
 - ii. can assume challenging positions and functions immediately with minimal 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); and
 - 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); and
 - 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 great potential, but lacks 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, LEMS 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

