

Office of Director RCEME  
National Defence Headquarters  
Ottawa ON K1A 0K2



2184-5000-4 (RCEME Corps Coord)

February 2024

Distribution List

**DIRECTOR RCEME COMMUNIQUÉ**  
**No 02/2024 – RCEME CORPS TIER 5 SUCCESSION PLANNING**

References: A. [CAO 11-79 Army Succession Planning](#)  
B. Canadian Armed Forces Selection Board Guidance Manual, A-PD-229-001/AG-001, 31 July 2023  
C. CANFORGEN 114/23 Independent External Comprehensive Review Recommendation 39 on Succession Boards – Interim Implementation

**AIM**

1. The aim of this communique is to provide transparency by iterating the process by which The Corps of RCEME approaches succession planning at the Tier 5 (T5) level for Regular Force RCEME officers, as outlined in Ref A.
2. The primary goal of T5 Succession Planning (SP) is to identify officers that have the potential to be a Company Commander (Coy Comd) / Officer Commanding (OC). The secondary goal is to identify the potential of post-Command officers to command at Tier 4 and potentially Tier 3 (unit & formation). This process should also assist in identifying and synchronizing the right training at the right time for these officers. In addition, the information provided by the T5 SP process assists in making decisions around the annual posting plot and helps offer our senior officers the required opportunities for development (JCSP, SOLET) in a timely manner.

**BACKGROUND**

3. The RCEME Corps has been using a legacy Scoring Criteria (SCRIT) for SP that didn't fully align with the guidance for the Selection and Succession Planning (Refs B and C). After consultation between RCEME Corps Staffs and the Career Manager (CM), a more systematic approach has been developed to increase the objectivity of the assessments, including a deliberate combination of quantitative (78%) and qualitative criteria (22%). This ratio has been adopted to limit conscious and unconscious bias from the Succession Board (SB) membership, increasing the focus on the member's past and present accomplishment in a fair and transparent manner.

**PROCESS**

4. In addition, a new process has been adapted to improve the impartiality of the succession scoring by adding external members from the Public Service and from another trade to assess the files. This process has also been closely aligned with the selection process and guidance (Ref B and C) to increase the connection between the members identified for promotions, and the subsequent appointments to higher command positions.

5. Director RCEME and COS RCEME are responsible for the RCEME Corps T5 SP for all Majors (Maj) across the Corps. These plans should be developed in collaboration with the Regional Senior Officers (Reg Sr O) and the Career Manager (CM). These plans will be established based on the assessment of each Majs at the T5 SBs using the tier descriptors in Annexes A and B. These Succession SCRIT list the criteria to track the experience and potential of our T5 officers. Essential criteria for pre-Tiers 5 Comd are at Annex A and the post-Comd are at Annex B. These criteria must be evaluated for all T5 SP. On these Succession SCRIT sheets, 78% of the total score has been allocated using quantitative data (Education, SOL Profile, Certification, Employment Recommendation, Awards, etc), reducing any chances of conscious and unconscious bias. The remaining 22% are qualitative score allocated by the board members, which includes an assessment of each member's rate of progression compared to their peers. These results are then mapped on a 2-scale graph, based on the employability assessment (62%) and potential assessment (38%) for each member to determine their final T5 Succession results. This ratio aims at rewarding the experience, education, and language abilities as part of the institutional employability of the members while recognizing their potential for progression as future senior institutional leaders.

6. During the T5 SBs, the boards members will select individuals for the upcoming position openings. It is therefore important that the Majs identify their desired posting preferences during their T6 Succession interview with their Reg Sr O and/or COS RCEME. *There is no guarantee in receiving a position within a candidate's preference list; only an opportunity to have their preferences considered* as part of the process. If there are specific personal concerns that could prevent a posting, e.g. dependant's specialist medical requirements, service spouse employment, these should also be identified to the CM.

7. T5 SP process is expected to follow the following timelines:

- a. March, T5 Communique released for next APS (next APS +1);
- b. October through November, T5 interviews (COS RCEME and Reg Sr O);
- c. November, T5 SBs and Tier 5 posting plot;
- d. December, T5 appointments offers sent; and
- e. February through March, SBs results sent to members.

## CONCLUSION

8. Early identification of future potential is essential for ensuring a successful, effective, RCEME Officer Corps. A well-planned approach will facilitate this and ensure that opportunities for both the individual and the Corps are not missed. Thank you in advance to all who will participate and lead this process, your time and commitment to this endeavour is of great value to the Corps.

### *Arte et Marte*

A.B. Lapointe  
Colonel  
Director RCEME

A.G. Auger  
Chief Warrant Officer  
RCEME Corps SM

#### Annexes

Annex A RCEME Corps Succession SCRIT – Tier 5 Command  
Annex B RCEME Corps Succession SCRIT – Post Tier 5 / Long Term Succession Planning

#### Distribution List

##### Action

RCEME Corps//COS  
Senior Regional Representatives  
RCEME Officer CM

##### Info

RCEME Corps Staff  
RCEME Corps//Corps Coord/ SO RCEME  
RCEME School//Cmdt/RSM

<b>Succession SCRIT – Pre-Tier 5 Command</b>		
<b>EXPERIENCE (Last 3 PERs/PARs) (48%)</b>		
Each PER/PAR carry the following points (total 9 pts): PAR 23/24 - 4 pts, PAR/PER 22/23 - 3 pts, Maint O PAR/PER - 2 pts (For PERX/PARX the previous years PER/PAR will be used). Score must take into consideration the narratives of PER/PARs to orient the evaluation based on <b>Integrity and Moral Courage</b> in Comd, the <b>emotional intelligence and humanistic approach</b> , and the ability to <b>promote morale with superior interpersonal skills</b> . Higher consideration should be given to the following Behaviour Indicators/Competencies: <b>Ethical Reasoning, Commitment to Mil Ethos, Interpersonal Relations</b>		
<b>Min Requirements</b>	<b>Quantitative Criteria</b>	<b>Score</b>
PAR in the Rank	23/24 PAR (max 4 pts) (half the pt for PAR in previous rank) Far Exceeds (4 pts) / Exceeds (3 pts) / Meets (2 pts)	(max 9 pts) 23%
Nil	22/23 PER/PAR (max 3 pts) (half the pt for PER/PAR in previous rank) Far Exceeds / Mastered-Outstanding - 3 pts Exceeds / Exceeded-Outstanding - 2 pts Meets / Above-Average - 1 pt	
Tiers 6 completed	Maint O/PI Comd PER/PAR (max 2 pts) Far Exceeds-Exceeds / Mastered-Exceeded-Outstanding - 2 pts Meets / Above-Average - 1 pt <i>Use last Maint O PER/PAR only</i>	
<b>Qualitative Criteria</b> based on overall assessment of the personal qualities / behaviour indicators / competencies (overall assessment provided by the Regional Rep) Each file is also assessed on rate of progression compared to their peers, which orients the qualitative score in a specific direction from 60 deg (progress much faster) to -60 deg (progress much slower).		(max 10 pts) 25%
<b>PROMOTION RECOMMENDATION AND POTENTIAL (Last PAR/PER) (42%)</b>		
Employment recommendation of the last PER/PAR: Unit Comd: 10 pts – Sub-Unit: 7 pts – Staff or Tech at rank: 3 pts – Nil: 0 PER/PAR: Assess the ability to Command at the next level based on employment and promotion recommendation in the narratives of the PER and PAR. Should consider the ability to <b>make decision</b> , the <b>complexity of the organisation</b> , <b>fairness</b> and the <b>commitment to serve in any circumstances</b> .		
<b>Min Requirements</b>	<b>Quantitative Criteria</b>	<b>Score</b>
Nil	Empl Recommendation (half the pt for PER/PAR in previous rank) Unit/L4 Comd - 10 pts Sub-Unit/L5 Comd - 7 pts Staff or Technical posn in the current rank - 3 pts	(max 10 pts) 25%
Nil	Commendations/L1 Awards (2 pts), L2 or lower Awards/Other Recognition/Comd Coins (1 pt) - 1 pt each <i>Must be in the Maj rank reporting period</i>	(max 2 pt) 5%
<b>Education, Qualifications, Professional Development, Certifications</b>		
<b>Min Requirements</b>	<b>Quantitative Criteria</b>	<b>Score</b>
Nil	Professional Master's/PhD completed: 4 pts (Engr, Engr Mgnt, Sc, MBA, MPA, Leadership, etc)	(max 5 pts) 12%
	Undergrad completed (CFR only) or Post-Grad Degree in Progress: 2 pts	
	PMCD, MMCD, PMP, P. Engr, P. Log: max 2 pts (1 pt each)	
<b>SECOND LANGUAGE (10%)</b>		
<b>Min Requirements</b>	<b>Quantitative Criteria</b>	<b>Score</b>
Nil	Any C and 2 Bs (or higher): 4 pts B-B-B: 3 pts 1 A, 2 Bs: 2 pts 1 A: 1 pt <i>Scores based on the lowest score: i.e. C-B-A = 2 pts</i>	(max 4 pts) 10%
<b>Total Score</b>		(max 40 pts)

<b>Succession SCRIT - Post Tiers 5 / Long Term Succession Planning</b>		
<b>EXPERIENCE (Last 3 PERs/PARs) (42%)</b>		
Each PER/PAR should carry the same weight (1/3 each = 3 pts each)		
Score must take into consideration the narratives of PERs/PAR to orient the evaluation based on <b>Integrity</b> and <b>Moral Courage</b> in Comd, the <b>emotional intelligence</b> and <b>humanistic approach</b> , and the ability to <b>promote morale</b> with <b>superior interpersonal skills</b> .		
Higher consideration should be given to the following Behaviour Indicators/Competencies: <b>Ethical Reasoning, Commitment to Mil Ethos, Interpersonal Relations</b>		
Min Requirements	Quantitative Criteria	Score
Mostly Exceeded (PER)	Mastered-Outstanding (PER) / Far Exceeds LE: 3 pts/ea	(max 9 pts) 20%
Meets Leadership Expectations (PAR)	Exceeded-Outstanding (PER) / Exceeds LE: 2 pts/ea	
Sub-Unit/Tiers 5 completed	Exceeded-Above Average (PER) / Meets LE: 1 pt/ea	
<b>Qualitative Criteria</b> based on overall assessment of the personal qualities/behaviour indicators/competencies (overall assessment)		(max 10 pts) 22%
Each file is also assessed on rate of progression compared to their peers, which orients the qualitative score in a specific direction from 60 deg (progress much faster) to -60 deg (progress much slower).		
<b>PROMOTION RECOMMENDATION AND POTENTIAL (Last 3 PERs/PARs) (49%)</b>		
Each PER/PAR should carry the same weight (1/3 each = 5 pts each)		
PERs: Assess the ability to Command at the next level based on employment and promotion recommendation in the Narratives of the PERs and PARs. Should consider the ability to <b>make decision</b> , the <b>complexity of the organisation</b> , <b>fairness</b> , and the <b>commitment to serve in any circumstances</b> .		
PARs: Potential Outcome and Meta-Competency Ratings of <b>Frequently</b> and above must be considered to evaluate the potential (if avail).		
Min Requirements	Quantitative Criteria	Score
Tiers 4 (or above) employment recommendation in Narratives of PERs and PARs	Empl Recommendation Formation/L3 Comd - Advanced Potential Outcome: 5 pts/ea Unit/L4 Comd - Prepared Potential Outcome: 4 pts/ea High Impact posn (staff or tech) in the current rank - Emergent Potential Outcome: 3 pts/ea Any other positions - Lateral Potential Outcome: 2 pt/ea	(max 15 pts) 33%
Nil	Commendations/L1 Awards (2 pts), L2 or lower Awards/Other Recognition/Comd Coins (1 pt) - 1 pt each <i>Must be in the Maj rank reporting period</i>	(max 2 pt) 5%
<b><u>Education, Qualifications, Professional Development, Certifications</u></b>		
Min Requirements	Quantitative Criteria	Score
Nil	Professional Master's/PhD completed: 4 pts (Engr, Engr Mgmt, Sc, MBA, MPA, Leadership, etc)	(max 5 pts) 11%
	Undergrad completed (CFR Only) or Post-Grad Degree in Progress: 2 pts	
	PMCD L1, PMP, P. Engr - 1 pt/ea (max 2 pts) PMCD L2 - 2 pts	
<b>SECOND LANGUAGE (9%)</b>		
Min Requirements	Quantitative Criteria	Score
Valid SOL profile of min X-X-A	Any C and 2 Bs (or higher): 4 pts B-B-B: 3 pts 1 A, 2 Bs: 2 pts 1 A: 1 pt <i>Scores based on the lowest score: i.e. C-B-A = 2 pts</i>	(max 4 pts) 10%
<b>Total Score</b>		<b>(max 45 pts)</b>