

ACTION PLAN

ROYAL MILITARY COLLEGES CLUB OF CANADA

BRANCH SUPPORT TO ATTRACTING HIGH QUALITY CANDIDATES

TO THE ROYAL MILITARY COLLEGES

(Pilot Program)

1. This document provides guidance to selected Branches of the Royal Military Colleges Club of Canada and to the Club Executive Director concerning the implementation of a pilot program to enhance the attraction of high quality candidates to the Royal Military Colleges.

SITUATION

2. Canada needs highly-capable, well-rounded men and women from the widest variety of backgrounds to be officers in the Canadian Armed Forces. The “probability of producing superior leaders is dramatically enhanced by starting with the best possible candidates”,¹ so it is highly desirable to undertake significant effort to attract such candidates.

3. Canadian Forces Recruiting Group is responsible for all recruiting for the Canadian Armed Forces. For candidates for the Royal Military Colleges, the Recruiting Centres process applications and ensure suitability and eligibility to enroll in the Canadian Armed Forces in one of their desired occupations and in an academic program that is acceptable under the enrolment standards for the specific occupation. The Recruiting Centres then pass the candidate files to the Colleges where they are reviewed to determine academic suitability for the requested degree program. Once all elements of the recruiting process are complete, Military Personnel Generation chairs the final selection process, with Military Colleges and Canadian Forces Recruiting Group. All candidates are ranked according to overall suitability, and offers to attend one of the Colleges are then made to the highest ranked candidates.²

4. Recruiting Centres have very significant workloads due to continuing high recruiting quotas for most occupations in the Canadian Armed Forces. Coupled with extensive administrative processes and resource limitations, Recruiting Centres are generally constrained from providing more than the minimum service necessary to process individual applicants.

5. Many potential candidates find the Canadian Armed Forces recruiting process to be impersonal, bewildering, bureaucratic, and slow. They become frustrated with the recruiting process and consequently abandon their attempt to join the Canadian Armed Forces. This frustration can be reduced by enhancing the understanding of potential candidates about the recruiting and selection processes. While Recruiting Centre staffs do their best to explain this to potential candidates, the general lack of familiarity of candidates with intensive bureaucratic processes makes adequate comprehension problematic. Due to their workloads, Recruiting Centre staffs may not always be able to respond quickly

¹ Withers Report *Review of the Undergraduate Program at RMC 1998*

² Candidates not selected for the Colleges or who decline the offer are still eligible to enter the Regular Officer Training Plan and attend civilian university.

to questions from candidates. And candidates themselves may be reluctant to admit their lack of understanding.

6. Very few staff members at Recruiting Centres have had any direct experience with the Colleges, and they receive no formal training to enhance their awareness of the Colleges. They are not able to answer many of the questions that potential candidates have concerning the Colleges.

7. The Royal Military Colleges of Canada play a vital role in the development and education of leaders for the Canadian Armed Forces; including transitioning new entry officer cadets into life in the military, fostering leadership skills development, and educating them in a broad range of fields relevant to mainstream military activities. The Colleges have well-developed, relatively-intense programs to induct and orient new cadets; however, these programs are naturally optimized around cadets with “standard” abilities. For individual cadets who may be marginal in one or more aspects, there is significant pressure to improve toward the norm yet limited time available to do so.

8. Canadian society’s general understanding of the Canadian Armed Forces continues to diminish. Canadian society is evolving rapidly and certainly faster than the Canadian military culture. The growing disparity in social perceptions and norms between these two cultures makes it increasingly challenging to attract people to the Canadian Armed Forces, and the transition between cultures is becoming more difficult. Cultural transition can be facilitated by providing greater understanding of the challenges that will be encountered and the underlying rationale.

9. As the alumni association for the Royal Military Colleges of Canada, the Royal Military Colleges Club of Canada has a vested interest in the success of the Colleges and their cadets. While this interest has traditionally focused on the cadets while they are at the Colleges, there is scope to expand the timeframe of that interest to include the period before cadets enter the Colleges.

10. Recognising the situation described above, the Royal Military Colleges Club of Canada and Canadian Forces Recruiting Group have entered into a Memorandum of Understanding (see Annex A) wherein they have agreed to work together to:

- a. enhance efforts of the Recruiting Centres;
- b. promote and enhance the image of the Royal Military Colleges;
- c. attract a wider range of high-potential candidates;
- d. provide candidates with up-to-date information on the Royal Military Colleges;
- e. provide candidates with a sense of the spirit and culture at the Royal Military Colleges;
- f. assist candidates with the application process; and
- g. establish effective volunteer, candidate, networking, and promotional strategies.

MISSION

11. The Branches of the Royal Military Colleges Club of Canada will, to the extent that personnel and other resources allow:

- a. develop and maintain close relationships with local Recruiting Centres to assist and complement the recruiting process for potential candidates for the Royal Military Colleges of Canada;
- b. provide advice, assistance and mentorship to prospective candidates to enhance their transition into life at the Colleges and a career in the Canadian Armed Forces, and facilitate their participation in the recruiting and selection processes; and
- c. undertake proactive outreach to identify potential candidates early, to help them enhance the qualities that would make them better candidates, and to encourage them to consider applying for entry into the Royal Military Colleges.

12. End State. The desired end state for this Action Plan is that there is an enhanced quality of cadets entering Royal Military Colleges that will in turn lead to an enhanced quality of officers in Canadian Armed Forces.

13. This Action Plan is an entirely volunteer program being undertaken by the Royal Military Colleges Club of Canada in the spirit of alumni helping their alma maters. It is not a government-sponsored program. While procedures and lessons learned from the previous Red & White Program were consulted in developing this Action Plan, this is not a resurrection of that program.

EXECUTION

14. The following are the significant entities associated with this Action Plan:

Branches of the Royal Military Colleges Club of Canada (Branches)

Royal Military Colleges Club of Canada (Club)

Canadian Forces Recruiting Group (CFRG)

Canadian Forces Recruiting Centres (Recruiting Centres)

Royal Military College Kingston (RMC)

Collège Militaire Royal Saint Jean (CMR)

[Note: RMC and CMR will be collectively referred to as the Colleges.]

15. The Colleges are identified as significant entities essential to achieving the aims of this Action Plan, even though they are not signatories to the Memorandum of Understanding at Annex A. This Action Plan requires from them information that they already generate, or have readily available, that focuses on providing potential candidates with a current perspective and a sense of the spirit and culture at the Colleges (see Annex C).

16. While the majority of activity associated with this Action Plan will take place at the Branch level, the Club Executive Director has a vital role in liaison with the CFRG and the Colleges to ensure the flow of information and to assist coordination between Branches (see paragraph 24 and Annex D).

17. Assumptions. This Action Plan is based on the following assumptions:

- a. Branches can help attract quality candidates for the Royal Military Colleges; however, the scope and scale of this help will vary by Branch; and
- b. no funding is available to support Branches in attracting high quality candidates to the Royal Military Colleges.

18. Centre of Gravity. The development and maintenance of a close, productive and positive relationship between the Branch and the Recruiting Centre is crucial to the success of this Action Plan.

19. The relationships between the Club and CFRG and between the Club and the Colleges are also important to the flow of information necessary to support this Action Plan.

20. Implementation Overview. As a volunteer organization, the Club has no authority to direct Branches to implement a standardized Action Plan to attract high-quality candidates to the Colleges. Furthermore, as the capabilities of Branches to participate in this activity will vary, as will their relationships with individual Recruiting Centres, this Action Plan should be viewed as general guidance from which Branches will generate their own plans to meet their particular situations.

21. While variations may be necessary, it is envisaged that this Action Plan will be developed and implemented as follows:

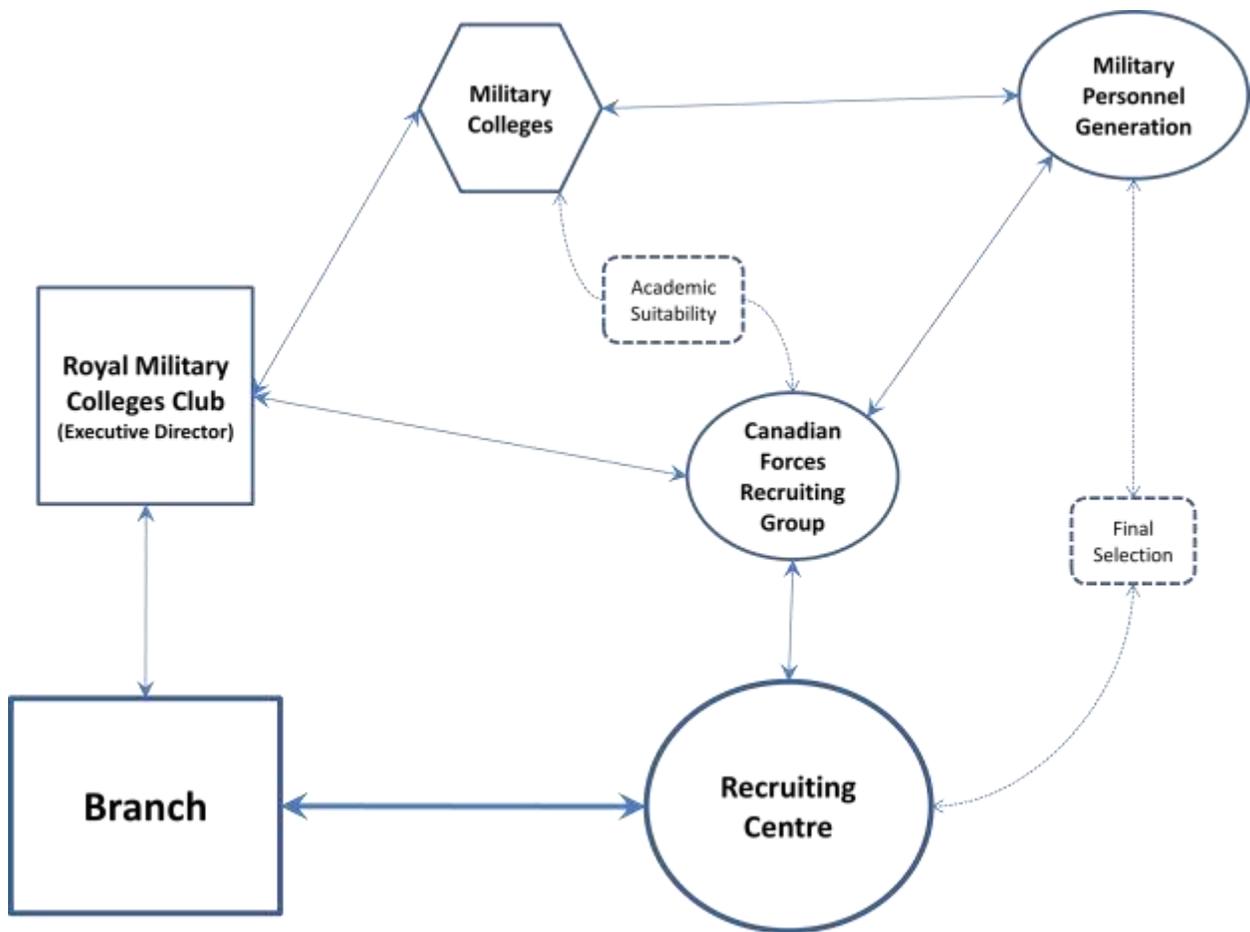
Stage	Description	Annex
1	Individual Branches selected to participate in the Pilot Program review this Action Plan, solicit member participation, define Branch objectives, identify activities and associated resources, and develop a Branch Plan	E
2	Develop and maintain close relationship with Recruiting Centre(s)	B
3	Educate Branch members about Canadian Armed Forces Recruiting and Royal Military Colleges	F
4	Assist Recruiting Centre activities, as agreed with Recruiting Centre	B
5	With the consent of the candidate, assist with the recruiting process and other preparations	
6	Initiate Branch activities to attract high quality candidates (guidance to be developed)	
7	Familiarize Branch members with outreach techniques	F
8	Proactive outreach to identify prospective candidates	
9	Train Branch members in mentoring techniques	F
10	Mentor potential candidates	

22. These stages are not necessarily iterative, and Branches could decide to undertake particular activities without participating in preceding ones.

23. Pilot Program. Selected, geographically-dispersed Branches will be invited to participate in a pilot program beginning in 2017 aimed at the 2018 Colleges entry year using the pilot version of this Action Plan. The purposes of the pilot program are to trial this action plan and develop best practices. The final Action Plan will be updated based on lessons learned and will be made applicable for all Branches beginning in spring 2018 and aimed at the 2019 Colleges entry year.

ADMINISTRATION

24. Lines of Communication. The formal lines of communication associated with this program are as illustrated in the following diagram:



25. Information Privacy. Branch members participating in this program will have access to or be given information that is governed by federal legislation incorporated in the Privacy Act³ and the Personal Information Protection and Electronic Documents Act.⁴ As civilians, and not employees of the Department of National Defence, Branch members are also required to follow provincial privacy

³<http://laws-lois.justice.gc.ca/PDF/P-21.pdf>

⁴<http://laws-lois.justice.gc.ca/PDF/P-8.6.pdf>

legislation.⁵ It is essential that Branch members safeguard personal information and adhere to legislation, policies and procedures to the standards set by the Department of National Defence, or to higher standards if required by other legislation. See Annex F for a discussion of the familiarization training that members should receive regarding the privacy of personal information.

26. Release of Candidate Information to Branches. CFRG is in the process of confirming if current Department of National Defence security of personal information regulations permit any candidate information to be shared with Branches. Until this issue is clarified, Branches are to institute the following work around:

- a. the Branch will give the Recruiting Centre physical and electronic copies of an introductory letter (see example at Annex H) outlining what the Branches are offering, stating the unofficial nature of the Branch-Recruiting Centre relationship, noting the voluntary nature of participation by the candidate, and providing details on how to contact the Branch; and
- b. Recruiting Centre staff are to be requested to give each candidate a copy of the Branch introductory letter at the earliest opportunity and encourage them to contact the Branch as soon as possible.

27. Electronic Information Security. While the majority of electronic data associated with implementing this Action Plan will be open source, personal information may need to be stored in or shared through electronic media. Such information shall be secured under controlled password access. This includes personal digital assistance devices such as cellular telephones used by Branch members.

28. No details of potential candidates are to be recorded, stored or passed using electronic media concerning:

- a. medical status;
- b. criminal record; or
- c. any other sensitive personal information not directly required for Branch members to assist potential candidates.

29. Should Branch members inadvertently receive sensitive personal information concerning a candidate, the following actions are to taken:

- a. if informed verbally, advise the person giving the information that you have no requirement for such information and that the originator should not to give this type of information to you or others not authorized to have it;
- b. if received as a physical document, it is to be returned to the originator as soon as possible in an appropriately secure manner. The originator is to be advised that you are

⁵ For example, in Nova Scotia this is the Freedom of Information and Protection of Privacy Act <http://nslegislature.ca/legc/statutes/freedom%20of%20information%20and%20protection%20of%20privacy.pdf>

not authorized to receive such information and that the originator should not give this type of information to you or others not authorized to have it;

- c. if received in electronic form, it is to be deleted as effectively as possible within available means. In a separate electronic message, the originator is to be advised that you are not authorized to receive such information and that the originator should not to give this type of information to you or others not authorized to have it; and
- d. details of the information are not to be recorded in any manner, unless the circumstances are considered serious; in which case, formal notification of the breach of personal information must be made to appropriate authorities.

30. Public Affairs. It is not anticipated that there will be high levels of public interest in this program. Branch members can, however, be expected to explain their roles and relationships with the Recruiting Centres and Colleges to potential candidates and their parents or guardians, to the staff of the Recruiting Centres, and to other members of the Canadian Armed Forces. In explaining Branch involvement in attracting candidates to the Colleges, emphasis should be placed on the unofficial and voluntary nature of Branch involvement and that Branch members are acting in the spirit of alumni helping their alma mater. Inclusion of a few specifics about Branch activities and how they complement and supplement official recruiting efforts would also be beneficial. It is important that public messaging concerning Branch activities be standardized within individual Branches and also between Branches to the extent practicable. Branches are requested to share their public messaging.

31. By association with the recruiting of candidates to the Colleges, Branch members could be viewed by some as being representatives of the Department of National Defence or the Canadian Armed Forces. Branch members can expect to be asked questions concerning routine matters relating to the Department of National Defence, Canadian Armed Forces, the Colleges and recruiting. The response to such questions should always begin with a brief disclaimer explanation of who the members are and their role; however, Branch members should also be aware of existing public affairs statements and use these to frame their responses to those types of questions. Should questions arise concerning a particular event or serious issue, it is vital that member responses either be quotes of official public affairs statements or responses should be declined or referred to others.

32. Notwithstanding the guidance contained in this document, Branch members participating in this program who are also currently serving in the Canadian Armed Forces will continue to be governed by current Department of National Defence policies and directives concerning public affairs statements.

33. Bilingualism. To the extent that individual Branches are able, activities and services provided under this program should be available in both official languages.

34. Electronic Media. Branches should modify their internet websites, Facebook pages, etc. as necessary to facilitate this program. Links should be created to appropriate recruiting and Colleges' media sites. To the extent feasible, Branch electronic media should be presented in both official languages.

35. Lessons Learned. As a new undertaking, it will be important for Branches to share their experiences, issues, concerns and lessons learned (see Annex G for details). This will be particularly

valuable during the pilot phase. A Lessons Learned Report should be submitted as soon as possible following the occurrence that brought the lesson to light.

36. The Club Executive Director is responsible to coordinate annually the collection and collation of lessons learned and any follow-on activities.

37. Annual Report. By end of May each year, Branches are requested to submit, in electronic format, an annual report of their activities in support of attracting high quality candidates. Reports should be submitted to the Club President with information copies to the Club Executive Director and other Branches. The report should:

- a. outline the scope of activities undertaken by the Branch in the previous year;
- b. identify Branch participants by name and their role and scope of activities;
- c. identify Recruiting Centre(s) supported and the scope of support provided;
- d. summarize significant issues encountered and how they were resolved;
- e. list lessons learned for which reports were submitted;
- f. expenditures of Branch funds made to support this program;
- g. recommendations for enhancing the Action Plan;
- h. assess the overall success achieved by the Branch; and
- i. outline the activities that will be undertaken in the coming twelve months.

38. Pilot Program Reports. In order to share experiences as quickly as possible, Branches participating in the Pilot Program are requested to submit reports in September and December 2017 using the annual format.

CONTROL

39. Project Sponsor. The President of the Royal Military Colleges Club of Canada, Tony Goode, is sponsoring the development and implementation of this Action Plan. Questions and concerns can be addressed to him at ajgoode@eastlink.ca.

A.J. Goode
President

Royal Military Colleges Club of Canada

Annexes:

- A Memorandum of Understanding between the Canadian Forces Recruiting Group and the Royal Military Colleges Club of Canada
- B Branch-Recruiting Centre Relationship
- C Information Requirements – Royal Military Colleges and Canadian Defence Academy
- D Role of the Club Executive Director
- E Branch Preparation & Planning
- F Branch Training
- G Lessons Learned
- H Example Branch Introductory Letter

Distribution

Executive Director Royal Military Colleges Club of Canada
Presidents of Club Branches
Commander Canadian Forces Recruiting Group

ANNEX A

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE CANADIAN FORCES RECRUITING GROUP
AND
THE ROYAL MILITARY COLLEGES CLUB OF CANADA**

Introduction

1. The Canadian Forces Recruiting Group (CFRG) and the Royal Military Colleges Club of Canada (RMC Club), hereinafter referred to as the “Participants”, have a common interest in attracting and recruiting high quality officer cadets to the Regular Officer Training Program (ROTP), as well as promoting and enhancing the image and profile of Canada’s military colleges. The 1998 Withers Report made reference to CFRG and the RMC Club working together to achieve the following:

- a. enhancing efforts of the recruiting centres;
- b. promoting and enhancing the image of RMC;
- c. attracting a wider range of high-potential candidates;
- d. providing candidates with up-to-date information on RMC;
- e. providing candidates with a sense of RMC spirit and culture;
- f. assisting candidates with the application process; and
- g. establishing effective volunteer, candidate, networking, and promotional strategies.

Objective

2. The objective of this MOU is to enhance CFRG’s attraction and recruiting efforts by leveraging the RMC Club and Branches network.

MOU Purpose

3. The purpose of this MOU is to outline the specific commitments of each Participant with respect to a strategic recruiting partnership. Both Participants have reached the following understandings:

4. Administration of the MOU. The senior officials responsible for administering the MOU are:
 - a. CFRG. Commander, Canadian Forces Recruiting Group (CFRG); and
 - b. RMC Club Executive Director.

Commitments

5. Areas of Cooperation.

- a. Internet and Social Media Presence. Both Participants have an established presence on the internet through websites and multiple social media channels. The Participants agree to collaborate on efforts to enhance the size of their audiences and to align ROTP attraction messages. In this respect:
 - (1) Mutual Commitments
 - (a) Links to Websites and Social Media Channels. On the ROTP portion of respective websites, the Participants will establish reciprocal links to each other. Similar links will be established on all social media channels.
 - (b) Approval and Content for Recruiting Products. For official ROTP marketing products, both Participants can develop and collaborate on products; however CFRG retains the final approval authority before any products are released to the public.
 - (c) Use Visual Identifiers and Images. Both Participants acknowledge that the use of each other's visual identifiers and images are to be limited to ROTP recruiting products.
- b. Collaborative Attractions. A key element of the CFRG and RMC Club recruiting partnership is the desire to harness the potential benefits inherent in collective recruiting. With close coordination and collaboration, both organizations can achieve a measure of synergy in enhancing the effectiveness of the ROTP recruiting campaign. The following commitments are designed to foster effective collaboration:
 - (1) CFRG Commitments
 - (a) Local Liaison. Canadian Forces Recruiting Centre (CFRC) Commanding Officers will establish a working relationship with the Presidents of all local RMC Club Branch(es) within their AOR. The CO will designate a liaison officer to coordinate local recruiting attractions with the local Branch. This includes sharing attractions plans monthly and including, whenever practicable and desired, Branch participation in recruiting activities.
 - (b) Attractions Activities. CFRG, CFRCs and their Detachments will endeavour to coordinate the participation of RMC Club members at attractions events where the ROTP program may be advertised. When deemed appropriate, Detachments will facilitate opportunities for ROTP candidates to attend RMC Club and Branch social activities.
 - (c) ROTP Enrolment Ceremonies. Detachments will endeavour to coordinate the participation of RMC Club members at ROTP enrolment

ceremonies. The goal is to reinforce the gravity of becoming an Officer in the CAF, and also to underscore the traditions and spirit of military colleges and their alumni.

(2) RMC Club Commitments

- (a) Local Liaison. Branch Presidents will establish a working relationship with their affiliated CFRC CO. The Participants will proactively coordinate attractions efforts.
- (b) ROTP Attractions Support. The RMC Club will endeavour to:
 - (i) increase emphasis on promoting and enhancing the image and profile of Canada's military colleges;
 - (ii) leverage the RMC Club and Branches network to support ROTP recruiting efforts of CFRG and RMCC Liaison;
 - (iii) provide ex-cadets with up-to-date promotional material (i.e. CFRG's ROTP brochures, updated RMCC Liaison brochure, and officer MOSID trade brochures) and encourage the RMC Club network to identify candidates;
 - (iv) provide ex-cadet volunteers to support recruiting attraction events and to interact with candidates as mentors and information sources;
 - (v) provide ex-cadets to ROTP enrolment ceremonies; and
 - (vi) when deemed appropriate, offer opportunities for candidates to attend RMC Club and Branch social activities and events.
- c. Information Sharing. CFRG and the RMC Club will develop a mechanism to share recruiting contact information while complying with the Privacy Act and any other relevant statutes. The aim of this initiative is to enable the RMC Club to be an influencer towards high-quality potential candidates.
- d. Communications regarding the MOU. Both Participants agree that, prior to any release of information, any internal or external communication surrounding the MOU will be mutually agreed upon.

6. Amendment, Annual Review, Duration, Withdrawal and Termination

- a. Amendment. This MOU may only be amended by the written consent of both Participants.
- b. Annual Review of MOU. CFRG and the RMC Club will annually review and recommend updates, if necessary, to this MOU.

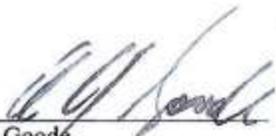
- c. Duration. This MOU will expire on 31 August 2019, and it may be extended with the written consent and agreement of both Participants. The intent is for this MOU to establish an enduring and long-term partnership.
 - d. Withdrawal and Termination. The MOU can be terminated by either Participant with written notice; however, the intent is for this partnership to endure.
7. Settlement of Disputes. Any disputes regarding the interpretation or implementation of this MOU will be resolved only by consultation among the Participants and will not be referred to a national tribunal or other third party for settlement.
8. Effective Date and Signature. This MOU becomes effective on the date of the later signature.

For CFRG:

For the RMC Club:



Colonel Tim Bishop
Commander
Canadian Forces Recruiting Group



Tony Goode
President
Royal Military Colleges Club of Canada

Date: 11 Aug 16

Date: 15 Aug 16

ANNEX B

BRANCH-RECRUITING CENTRE RELATIONSHIP

1. The development and maintenance of a close, productive and positive relationship between the Branch and the Recruiting Centre is crucial to attracting increased numbers of high-quality candidates applying for entry to the Colleges.
2. The relationship can be characterized as one of valued support to Recruiting Centres, enabled by information sharing. In building this relationship, clear understanding must be developed, and continually reinforced, that the role of Branch members is to supplement and complement the activities of the Recruiting Centres. Branch members must be cognizant and respectful of the workloads and of the limitations, including resource limitations, experienced by Recruiting Centre staff.
3. Branch members bring the following to the relationship:
 - a. as alumni, a strong commitment to the betterment of the Colleges;
 - b. commitment to be available and to devote personal time and effort to enhance attraction of high quality candidates to the Colleges;
 - c. greater knowledge and understanding of the aims, objectives, curricula, everyday activities, and spirit and culture of the Colleges;
 - d. ability to provide personal attention and assistance to potential candidates beyond that available through the Recruiting Centre;
 - e. broad experience as officers in the Canadian Armed Forces who are also graduates of the College;
 - f. contact with recent College graduates who can provide potential candidates with personal views of College life; and
 - g. connections with cadets currently at the Colleges, to facilitate their attendance at social events so that they can engage with potential candidates and their parents or guardians.
4. In order to supplement and complement the activities of Recruiting Centre staff, Branch members require the following types of information from the Recruiting Centre:
 - a. detailed understanding of:
 - (1) Recruiting Centre processes, procedures and associated timelines as they apply to the annual program of attracting and administering potential candidates to the Colleges. A detailed level of knowledge is necessary so that Branch activities can conform and not conflict with Recruiting Centre activities; and
 - (2) Recruiting Centre regulations and procedures for the security of personal information;

- b. general understanding of:
 - (1) current recruiting priorities and quotas;
 - (2) recruiting lessons learned and results of exit questionnaires related to potential candidates for the Colleges; and
 - (3) Department of National Defence public affairs statements concerning Canadian Armed Forces recruiting, and particular statements regarding recruiting for the Colleges, and any statements particular to the area or region;
 - c. recognizing that Recruiting Centre staff are the definitive experts, the efforts of the Branch members would be enhanced by basic understanding of:
 - (1) current officer occupations and careers in the Canadian Armed Forces, particularly those military occupations which can be pursued by attending the Colleges;
 - (2) minimum physical fitness standards, including Canadian Armed Forces annual fitness testing requirements;
 - (3) minimum and maximum age limits for joining the Canadian Armed Forces;
 - (4) citizenship requirements;
 - (5) career terms of service;
 - (6) the Regular Officer Training Plan (civilian university);
 - (7) Basic Military Officer Qualification Training course; and
 - (8) overall minimum medical standards for the Canadian Armed Forces and any increased standards required by particular occupations;
 - d. projections on the number of potential candidates for the upcoming recruiting cycle for the Colleges;
 - e. schedule and details for outreach programs such as job fairs, school visits, etc; and
 - f. guidance on how to interact with people of different age groups seeking to join the Canadian Armed Forces.
5. It would be helpful if Branches could have access to any orientation or training presentations given to new staff joining the Recruiting Centres.
6. Branches will provide the following information to the Recruiting Centre:

- a. names, contact information and biographical outline of each Branch member involved in this program;
 - b. contact information for use by Recruiting Centre staff to advise the Branch of potential candidates;
 - c. details of social or other types of events hosted by the Branch to which potential candidates and their parents are being invited. Invitations will be extended to Recruiting Centre staff for these events. A summary report of the event is to be forwarded to the Recruiting Centre; and
 - d. details of Branch electronic media sites that contain, or link to information pertinent to attracting high quality candidates to the Colleges.
7. Branches should be prepared to brief Recruiting Centre staff about Branch activities. A number of briefings may be required each year to accommodate staff changes in the Recruiting Centre.
8. Branch members will provide the Recruiting Centre with an email summary of each interaction with a potential candidate.
9. It is important that both Recruiting Centres and Branch members understand that Branch members are not to provide personal assessment of the suitability of any potential candidate. The suitability of a candidate is determined solely through the recruiting and Colleges selection processes.
10. As Branch activities increase, Recruiting Centres should expect to receive more candidates for administering through the recruitment processes.

ANNEX C

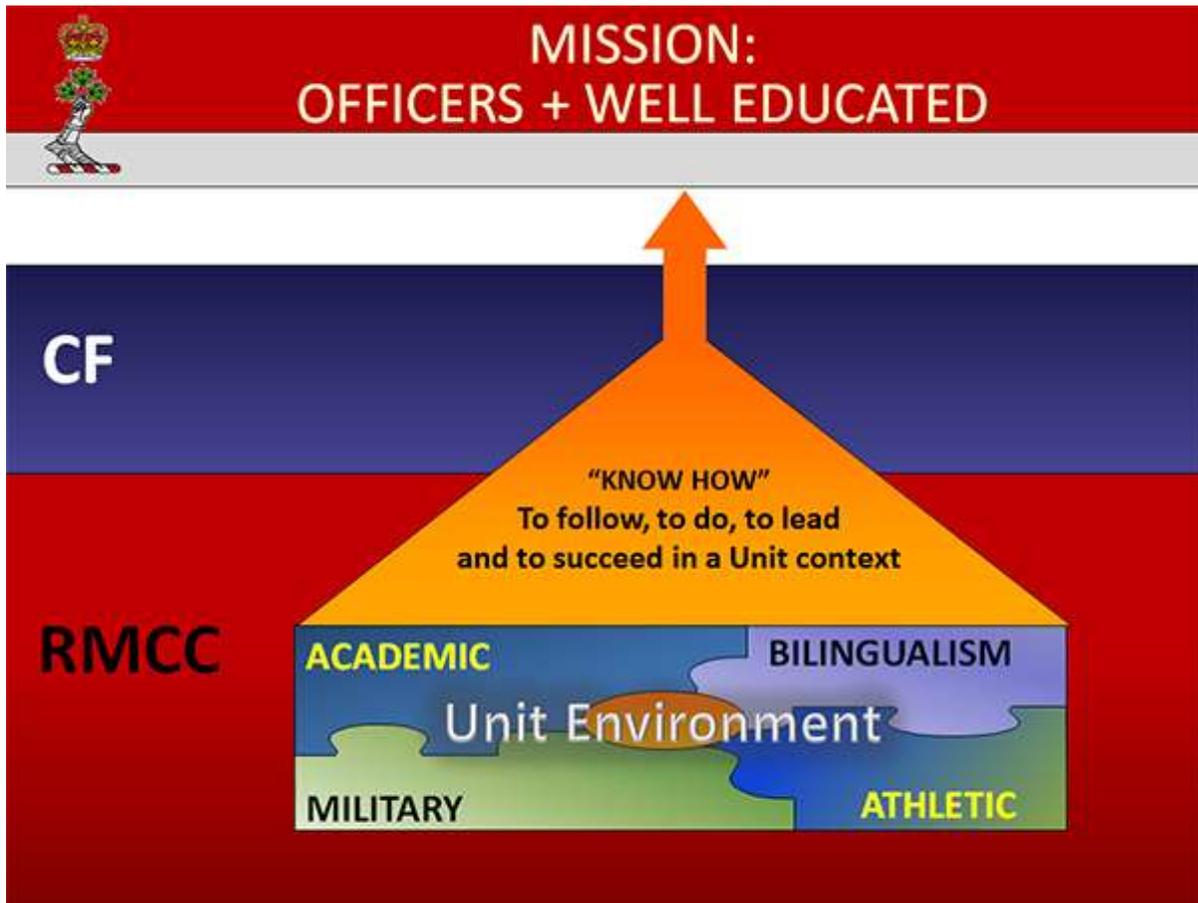
**INFORMATION REQUIREMENTS -
ROYAL MILITARY COLLEGES & CANADIAN DEFENCE ACADEMY**

1. The provision of accurate information to potential candidates concerning the Colleges is seen as a key contribution that can be made by Branch members. It is important that Branch members have a broad range of information concerning the Colleges immediately available and have the ability to get expeditious answers to further issues.

2. Basic Information. In general, Branch members should avoid discussing what life at the Colleges was like for them “back when” in order to avoid confusing potential candidates about current life at the Colleges. To respond to anticipated questions from potential candidates, Branch members require up-to-date information concerning the following aspects of the Colleges:

- a. Selection process used by the Colleges
- b. Vision and mission statements for the Colleges plus motto, crests, histories
- c. Four Pillars program
- d. Curricula (degree programs, weekly class requirements, etc)
- e. Class sizes
- f. Bilingualism and language training
- g. Aboriginal Leadership Opportunities Year
- h. List of what to bring to the Colleges
- i. First Year Orientation Period
- j. Dormitories (room size, desk, bed, sharing of rooms, etc)
- k. Life at the Colleges – daily, weekly, annual routines
- l. Cadet Wing Organization, Squadrons, cadet ranks, etc.
- m. Discipline, Cadet Wing Instructions
- n. Physical fitness requirements
- o. Sports (varsity, competitive and intramural)
- p. Sports facilities
- q. Mandatory participation in sports
- r. Recreational Clubs
- s. Leave and pass regulations, restrictions
- t. Leave Travel Assistance
- u. Dress regulations, standards for civilian attire
- v. Personal vehicles and parking
- w. Parades and drill
- x. Summer training
- y. Cadet Mess, mess dues, drinking age
- z. Pay, allowances, deductions
- aa. Haircuts for males and hair styles for women
- bb. Drying cleaning and laundry facilities and costs
- cc. Eligibility for access to married quarters
- dd. Obligatory service
- ee. Voluntary withdrawal from the Colleges
- ff. Prior Learning Assessment & Recognition

3. While much of this general information will be available through internet websites, there may be a requirement for Branches to request additional information about the Colleges through the Executive Director.
4. Four Pillars Program. The Four Pillars is the name of the program at the Colleges that combines the four essential elements for cadets—academics, military leadership, bilingualism and physical fitness:



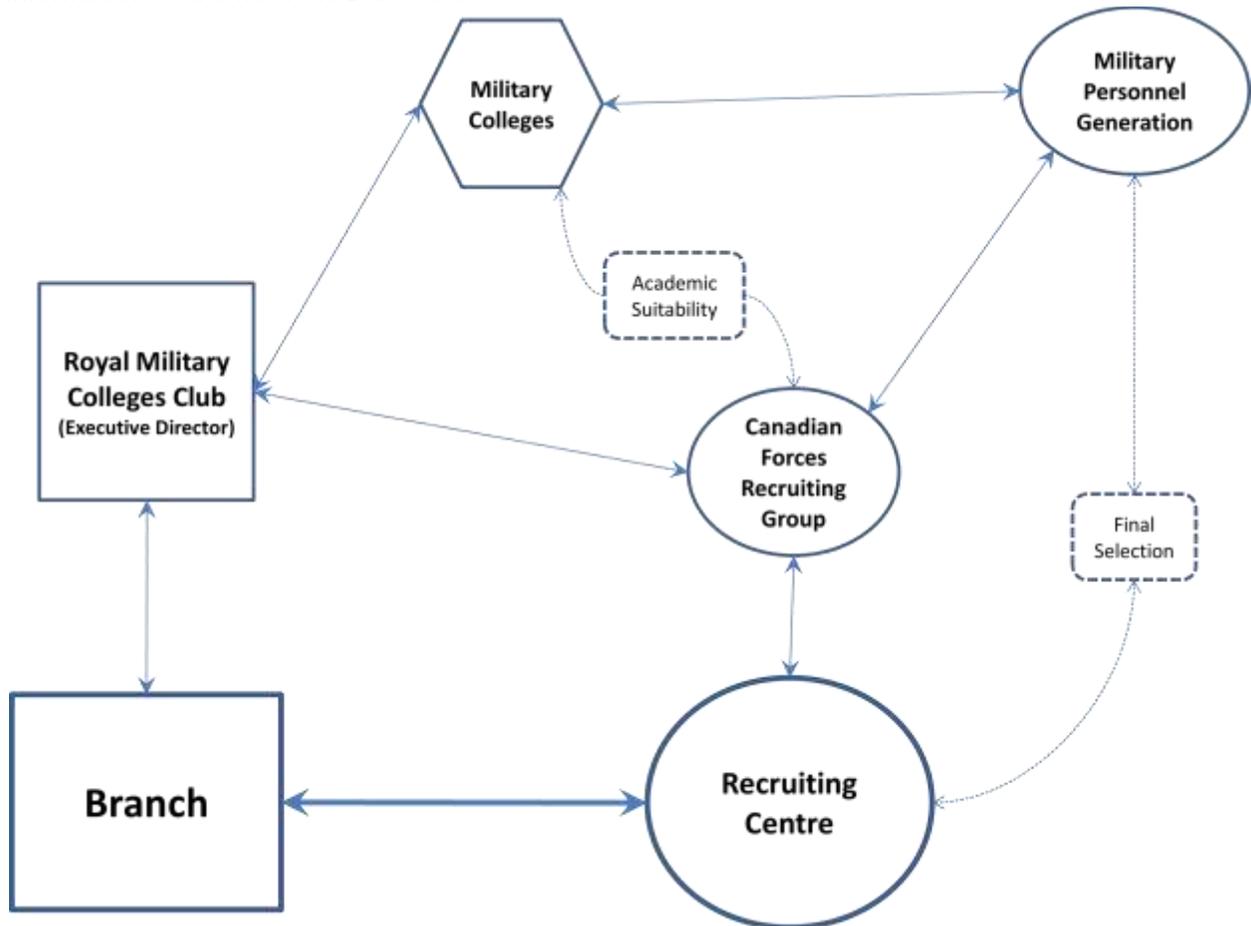
5. Based on the recent report of the Special Staff Assistance Visit to the Royal Military College, it is anticipated that the Four Pillars program will be undergoing review. While standards of achievement relating to one or more of the pillars may be adjusted, all four pillars will almost certainly continue to part of Colleges' programs to produce well-rounded officers. It is therefore important that Branch members emphasize to the candidates that they must succeed in each of the four pillars while at the Colleges.
6. Public Affairs. In order to enhance the consistency of information provided to potential candidates, Branch members should have access to, and be aware of Department of National Defence standing public affairs statements on general defence matters and on the Colleges in particular. When a significant incident arises that attracts increased public attention to the Canadian Armed Forces or to the Colleges, the Club Executive Director should initiate action to ensure that Branches are made aware of appropriate Department of National Defence public affairs statements that are particular to the incident.

7. See Annex F for additional details about Branch member education and familiarization.
8. Branches will provide feedback to the Colleges through the Executive Director via the lessons learned process and Branch annual report.
9. As Branch activities increase, Colleges should expect to receive more candidates for review in their selection process.

ANNEX D

ROLE OF THE CLUB EXECUTIVE DIRECTOR

1. The Club Executive Director has a key liaison role with the Canadian Forces Recruiting Group, Canadian Defence Academy and the Colleges and as a focal point for the flow of questions and information to and from the Branches.



2. Liaison. In liaising with the Colleges, the Executive Director will:
- a. provide information concerning:
 - (1) Branch activities related to attracting high quality cadets to the Colleges; and
 - (2) lessons learned;
 - b. forward:
 - (1) requests for information;
 - (2) requests for cadet participation in Branch attraction activities; and

- (3) recommendations from Branches based on lessons learned; and
 - c. promulgate to Branches:
 - (1) updates on curricula, candidate academic screening process, everyday life, etc.; and
 - (2) public affairs statements—both general and in response to incidents.
3. In liaising with Canadian Forces Recruiting Group, the Executive Director will:
- a. provide information concerning:
 - (1) Branch activities related to attracting high quality cadets to the Colleges; and
 - (2) lessons learned;
 - b. transmit:
 - (1) requests for information; and
 - (2) recommendations based on lessons learned by the Branches; and
 - c. promulgate to Branches:
 - (1) updates on recruiting policy, recruiting handbook, strategic intake plan, new recruiter familiarization training, etc.; and
 - (2) public affairs statements—both general and in response to incidents.
4. Lessons Learned. The Executive Director will coordinate collection, collation in a data base, and analysis of lessons learned by the Branches.
5. The Executive Director will promulgate an annual summary of lessons learned by the Branches. This will be the normal means of alerting CFRG and Colleges to proposals for changes within their organizations. In exceptional circumstances, the Executive Director may forward a specific lesson learned when received.

ANNEX E

BRANCH PREPARATION & PLANNING

1. This annex outlines steps that Branches should undertake in preparing for participation in this Action Plan.
2. The main body of this Action Plan identifies the following major stages for implementing this Action Plan:

Stage	Description	Annex
1	Individual Branches selected to participate in the Pilot Program review this Action Plan, solicit member participation, define Branch objectives, identify activities and associated resources, and develop a Branch Plan	E
2	Develop and maintain close relationship with Recruiting Centre(s)	B
3	Educate Branch members about Canadian Armed Forces Recruiting and Royal Military Colleges	F
4	Assist Recruiting Centre activities, as agreed with Recruiting Centre	B
5	Assist candidates with the recruiting process and preparations for selection	
6	Initiate Branch activities to attract high quality candidates	
7	Familiarize Branch members with outreach techniques	F
8	Proactive outreach to identify prospective candidates	
9	Train Branch members in mentoring techniques	F
10	Mentor potential candidates	

3. Stages 1 through 5 cover the main objectives sought under the Memorandum of Understanding between the Club and CFRG (Annex A). This should represent the minimum level of involvement to which Branches should aspire.

4. If Branch resources are limited, a measured approach should be undertaken in implementing this Action Plan such that efforts are concentrated on achieving success in the initial stages.

BRANCH PLAN

5. The circumstances of each Branch will differ to some degree, so development of a detailed Branch subordinate plan is encouraged, describing, amongst other things the issues particular to the Branch and associated Recruiting Centre(s). Copies of the Branch plan should be sent to the Club Executive Director and other Branches participating in this program. Liaison between Branches for plan development is also encouraged.

6. It is recommended as a first step that pre-planning be undertaken internal to the Branch to:
 - a. identify availability of potential Branch participants and the impact that this would have on the scope and scale of overall Branch involvement in this program; and
 - b. consider how best to approach the associated Recruiting Centre(s) and what should be the desired outcomes of the first meeting regarding information:
 - (1) to be given to the Recruiting Centre(s); and
 - (2) to be requested from the Recruiting Centre(s).
7. Branch liaison with the associated Recruiting Centre(s) should be initiated early in the planning process to:
 - a. begin development of the close and productive relationship that is critical to success;
 - b. become aware of Recruiting Centre processes, procedures, issues and concerns that must be factored into the Branch plan; and
 - c. begin the process of keeping the Recruiting Centre(s) informed about Branch goals and activities.
8. The timelines for the Branch preparations and planning should include having an initial operating capability in place to match the start of annual Recruiting Centre process for candidates to the Colleges.

COLLEGE INFORMATION

9. As part of planning and preparation, Branches should identify information required concerning the Colleges and determine where it is available via electronic media (see Annex C for an outline of the general topics). If any information considered necessary cannot be found, then it should be requested through the Club Executive Director.
10. Branches should organize their electronic media sites such that they facilitate access to pertinent College information by both Branch members and potential candidates.
11. Branches are to set up a training or familiarization program to teach Branch members about the Colleges as they currently exist.

BRANCH PARTICIPANTS & AVAILABILITY

12. The requirement for Branch assistance will vary over the annual Colleges' recruiting cycle, with the heaviest demand being in the September through February timeframe. Requests for information or assistance from Recruiting Centre staff will likely occur during normal working hours. Contact with potential candidates can be expected to occur outside of working hours.

13. One individual in each Branch should be named as the normal point of contact for Recruiting Centre staff, with another individual designated as the backup.
14. Participating in this program requires a relatively high level of commitment from Branch members to familiarize themselves with the necessary information, to support the Recruiting Centre(s) at recruiting events, and to respond in a timely manner to requests for information. Having at least one Branch member able to respond quickly to questions from potential candidates or Recruiting Centre staff should be a key element of the Branch Plan.
15. It is highly desirable to have recent graduates of the Colleges involved to the extent that they can be available. Their participation in the planning process would be particularly helpful.
16. While it would have to be pursued on an informal and personal basis, it would be very beneficial to have input from cadets currently attending the Colleges about their impressions and recommendations with respect to how the Branch can better assist potential candidates.
17. If undertaken by the Branch, implementation of additional electronic media such as Facebook will require that someone in the Branch monitor these media on a continuous basis and be able to respond to requests for assistance.
18. It is highly desirable that there be continuity of contact with individual potential candidates. To the extent practicable, the same Branch member should provide information and advice to a particular candidate from initial contact throughout the recruiting and selection processes. Such continuity could develop into a mentorship relationship if desired by the potential candidate and within the overall scope of effort supported by the Branch.

FUNDING

19. Each Branch should consider how much, if any, of their Branch funds could be used to support Branch activities associated with attracting more high quality candidates to the Colleges. Examples of activities that might be funded include:
 - a. expanding electronic media capabilities;
 - b. reimbursing Branch members for costs associated with participating in events organized by the Recruiting Centre; and
 - c. Branch social events designed to allow potential candidates and their parents or guardians to meet current and ex-cadets and others in a casual setting.

TRAINING & FAMILIARIZATION

20. In order to be perceived as being credible and helpful by both potential candidates and Recruiting Centre staff, it is important that Branch members have a high degree of familiarity with current recruiting and selection processes and with life at the Colleges today. Acquiring an adequate level of familiarity will require considerable personal effort and would be enhanced by Branches establishing familiarization and training programs.

21. See Annex F for further guidance on training and familiarization for Branch members.

ELECTRONIC MEDIA

22. Branches should modify their electronic media sites to enhance attraction of potential candidates to the College. The types of effort that should be considered include:

- a. creating sections within Branch electronic media sites specifically aimed at providing information for potential candidates;
- b. establishing links to Recruiting Centre, CFRG and Colleges electronic media sites;
- c. establishing links to the municipal and similar sites for the communities of Kingston, Ontario and St Jean, Quebec;
- d. broadening the scope of electronic media used by the Branch to enhance potential connectivity with potential candidates, e.g. use Facebook in addition to the “standard” internet website;
- e. incorporation of a password-protected segment to hold information pertaining to potential candidates; and
- f. discuss with the Recruiting Centre(s) the potential for them to make connections to the Branch electronic media sites.

INTERACTIONS WITH POTENTIAL CANDIDATES

23. In any contact with potential candidates, Branch members should be mindful that the intent is to provide information and advice to enable better understanding by the candidates as they take themselves through the recruiting process. Branch members must avoid taking control away from the candidates and should not normally accompany candidates into the Recruiting Centre for any of the processing steps.

24. Branch members must always be mindful that it is not their role to provide personal assessment of the suitability of any potential candidate. Such determination is the responsibility of the Recruiting Centre, Colleges and Military Personnel Group through the established recruiting and selection processes.

25. In many cases, interactions with potential candidates will also involve interactions with parents or guardians. Branch members must be prepared to discuss their issues and concern as well as those of the potential candidate.

26. Any change incurs a measure of stress for the individual. The majority of potential candidates with whom Branch members will interact will be people in the final year of high school. The transition from high school and living at home to the Colleges and military life is almost certainly the biggest life and life-style change that a potential candidate has ever contemplated. Confusion and uncertainty are normal experiences for potential candidates as they begin the recruiting process. Stress levels can therefore be very high, and individual ability to cope with this stress is likely to be limited. Branch

members should attempt to gauge the level of stress being experienced by potential candidates during each interaction and adapt accordingly.

27. One of the most significant ways in which Branch members can assist potential candidates is by helping them understand the large amount of information that they are given, or have access to concerning the Colleges and the Canadian Armed Forces. Branch members can assist understanding of the recruiting and selection processes, and explain military terms, jargon and acronyms, etc. Branch members should provide information in measured steps and avoid providing masses of information at any one time that could simply overwhelm a potential candidate.

28. Interactions with potential candidates should be summarized electronically and stored in the password protected segment of the Branch electronic media. This will allow Branch members to enhance the coherence and continuity of contact by permitting them to familiarize themselves with earlier interactions. Having these summaries recorded in one place will also facilitate analysis of overall interactions between potential candidates and Branch members and assist in developing lessons learned, e.g. how many times was information sought on a particular topic. A copy of the interaction summary is to be forwarded to the Recruiting Centre.

DIRECT ASSISTANCE TO POTENTIAL CANDIDATES

29. There are three critical points with respect to providing information, advice and assistance to potential candidates to the Colleges:

- a. the potential candidate has either to initiate the request or agree to continue any interaction with the Branch member;
- b. assistance is provided to potential candidates to enable them and not to create a situation of dependence on support; and
- c. for all matters relating to Canadian Armed Forces recruitment, Branch members must at all times be cognizant that their actions must complement and support the activities of the Recruiting Centre staff and never be seen to supplant them.

30. For those potential candidates who have had no exposure to military life, it would be beneficial if Branch members could teach them some of the basic life skills expected of a cadet at one of the College, e.g. ironing (<https://www.youtube.com/watch?v=njeBgurqNGA>), sewing (replacing buttons), polishing shoes, doing laundry, etc.

OUTREACH ACTIVITIES

31. As part of secondary planning efforts, Branches are encouraged to consider initiating outreach activities beyond those conducted by the Recruiting Centres, e.g. receptions, luncheons, and information sessions with potential candidates and parents. One example of such an outreach would be the hosting of a reception during the Christmas holiday season to which potential candidates and their parents would be invited to attend and to meet with cadets currently attending the Colleges (and their parents).

32. Concurrence of the Recruiting Centres should be sought for any such outreach activities, and they should also be invited to participate.

33. Branches may also consider ways and means to reach out to potential candidates before they go to the Recruiting Centre. Such “talent scouting” would require careful planning and preparation and particular consideration of the potential perceptions of such activities. Branch outreach activities should be focused on attracting potential candidates in line with Recruiting Centre priorities seeking to enhance the gender and minority makeup of the Canadian Armed Forces.

34. Current policy precludes Recruiting Centres from approaching Army, Navy or Air Cadet units for recruitment purposes. Branches are to conform to this policy and not make any approaches to these units.

MENTORING

35. Interactions between a Branch member and a potential candidate have the potential to turn into mentoring relationships that go above and beyond the passing of information and advice related solely to the recruiting and selection processes, to discussion of a very broad range of topics such as the:

- a. value of teamwork and friendship in succeeding at the Colleges and in a military career;
- b. power of a positive attitude, and the wisdom of contemplation before complaining;
- c. accepting instruction—including corrections, constructive criticism, and minor punishments (without taking them personally);
- d. time management and setting priorities;
- e. attention to detail;
- f. stress management and stress reduction;
- g. accountability and responsibility;
- h. dedication;
- i. loyalty;
- j. dealing with ethical dilemmas;
- k. military family relationships; and
- l. career planning.

36. The mentor-mentee relationship will largely be based on personal experiences of the mentor, but must be adapted to the mentee. Development of a mentor-mentee relationship requires:

- a. willingness on the part of the mentee who must see value in the relationship;

- b. commitment on the part of the mentor to respond each time, to devote time and effort to enhancing the relationship, and to reach out to the mentee if necessary, without being seen to harass; and
- c. continuing focus on enabling the mentee to enhance his or her awareness, understanding and ability to handle situations on their own. Mentors must avoid creating any dependence on the part of the mentee.

37. As with all interactions with potential candidates, mentors should summarize each interaction and put electronic copies of the notes in the password-protected segment of the Branch electronic media. This allows mentors to refresh their memory about prior discussions, and also allows other Branch members to familiarize themselves with prior mentor discussions should circumstances require that they fill the role of mentor in an established mentor-mentee relationship. Copies of the mentoring summaries are to be forwarded to Recruiting Centre staff unless the discussions had no connection with recruiting activities.

38. Being an effective mentor is a highly challenging and rewarding undertaking. There are numerous guides available to assist mentors, and these should be consulted by any Branch member contemplating taking on the role of mentor to a potential candidate.

PROMOTIONAL MATERIALS

39. Branches should endeavour to acquire and distribute authorized promotional materials, such as brochures, from the Recruiting Centres and the Colleges to support Branch activities in attracting high-quality candidates for the Colleges.

40. Branches may use their own resources to develop or acquire promotional materials, such as business cards, brochures and banners. The content and format of any promotional materials that indicates a connection to the Department of National Defence, Recruiting Centre or the Colleges must be approved by the Recruiting Centre and Colleges as appropriate.

41. Producing business cards may be a relatively low-cost but reasonably effective means of informing people about Branch assistance to potential candidates. An example of a two-sided business card is:



[Note: Permission has not yet been received to use these symbols in this manner.]

DEALING WITH ANTI-MILITARY OR ANTI-COLLEGES SENTIMENT

42. Branch members should expect to encounter adverse sentiments expressed by any number of people they encounter while supporting this program. It is essential that Branch members be prepared to respond without exacerbating the situation. Such preparations include maintaining awareness of situations relating to the Canadian Armed Forces and the Colleges, being familiar with the approved public affairs statements, and being able to counter erroneous opinions with fact-based arguments.

ANNEX F

BRANCH TRAINING

GENERAL

1. Branch members participating in this program will, at a minimum, require training on:
 - a. the approach and principles outlined in this Action Plan and as amplified by the particular Branch Plan;
 - b. privacy legislation, regulations and procedures;
 - c. recruiting processes and general career information (see Annex B);
 - d. the Colleges (see Annex C);
 - e. current public affairs statements concerning the Department of National Defence, Canadian Armed Forces and the Colleges; and
 - f. the importance of bilingualism in the Colleges and Canadian Armed Forces, and programs to enhance bilingualism.
2. As stated previously, it is essential that Branch members:
 - a. understand that their role is to supplement and complement, and not to supplant the activities of Recruiting Centre staff; and
 - b. present the recruiting and selection processes, life at the Colleges, and careers in the Canadian Armed Forces as they will exist for the potential candidate. Branch members must stay focused on the needs of the potential candidate. Anecdotes and tales of what “life was like back then” should be avoided to preclude confusing the candidate.
3. In order to participate effectively in this program, Branch members should have:
 - a. good knowledge of:
 - (1) recruiting system and processes;
 - (2) minimum standards for potential candidates, including current concepts and terminology;
 - (3) candidates selection process used by the Colleges, including current concepts and terminology;
 - (4) annual quotas for recruitment—occupations, regional allocations
 - (5) current situations at the Colleges; and
 - (6) privacy legislation and associated procedures;

- b. moderate knowledge of:
 - (1) current Canadian Armed Forces occupations;
 - (2) current Canadian Armed Forces capabilities;
 - (3) current Canadian Armed Forces operations and routine activities;
 - (4) Royal Military Colleges Club of Canada; and
 - (5) where to find information

 - c. effective communications skills to be able to:
 - (1) communicate with youth and parents;
 - (2) elicit high levels of cooperation from Recruiting Centre staff;
 - (3) manage personalities involved;
 - (4) respond appropriately to questions such as “Am I going/Is my child going to the Central African Republic?” and
 - (5) deal with potential anti-military and anti-Colleges sentiment.
4. Should Branches wish to expand their activities to include mentoring of potential candidates, then further training should be undertaken to prepare members for the challenges associated with providing effective mentorship.
5. Branches are encouraged to share their training programs with other Branches, and with the Club Executive Director.

ANNEX G

LESSONS LEARNED

1. As this is an entirely new undertaking for the Royal Military Colleges Club of Canada, in order to develop best practices it is important that Branches inform each other, and the Club Executive Director about significant problems they have encountered.
2. Branches are to submit lessons learned via email using the following format:
 - a. in the subject line – Lessons Learned Branch name #/year (e.g. 7/2018) and descriptive title; and
 - b. in the text of the email:
 - (1) brief description of the issue, with background and relevant factors; and
 - (2) brief description of how the issue was resolved or recommendations for resolution
3. Lessons-learned reports should be submitted as soon as possible to the Club Executive Director, with information copies to the other Branches participating in this program. A summary of lessons learned over the previous year should also be included with the Branch annual report.
4. For lessons-learned issues that have not been resolved at the Branch level, the Club Executive Director may initiate discussions with CFRG, CDA and the Colleges as appropriate.
5. The Club Executive Director will coordinate the collection, collation and analysis of lessons learned. An annual lessons-learned report will be promulgated to all Branches, CFRG, CDA and the Colleges.

ANNEX H

EXAMPLE BRANCH INTRODUCTORY LETTER



Nova Scotia Branch Royal Military Colleges Club of Canada
Le Chapitre de la Nouvelle-Écosse du Club des Collèges militaires royaux du Canada
<http://www.rmclubns.ca/>

Dear Candidate to the Royal Military Colleges,

Cher candidat aux Collèges militaires royaux,

Thank you for embarking on your first steps toward a great education and a rewarding career in the Canadian Armed Forces.

Merci d'avoir entrepris vos premiers pas vers une excellente formation et une carrière enrichissante dans les Forces Canadiennes armées.

As the alumni association, the Royal Military Colleges Club of Canada is dedicated to your success and ready to assist you with the recruiting and selection processes. For candidates from all three Maritime Provinces, we can give you information, advice, and help in preparing for and transitioning to life at the College and your career in the Forces.

En tant qu'association des anciens des Collèges militaires royaux du Canada nous sommes dédiés à votre réussite et prêts à vous assister dans les processus de recrutement et de sélection. Pour les candidats des trois provinces maritimes, nous sommes disponibles pour vous fournir des informations, des conseils et de l'aide pour vous préparer à une vie au collège et à la transition les forces.

In the interests of full disclosure, the Club is coordinating its program with the Recruiting Centre, but our activities are informal and in no way part of the official recruiting and selection process. We see our efforts as complementing and supplementing the essential Recruiting Centre procedures.

Dans l'intérêt de la divulgation complète, le Club est en train de coordonner avec le Centre de recrutement, mais nos activités ne sont pas officielles et ne sont pas partie intégrale du processus de recrutement et de sélection. Nous voyons nos efforts comme complémentaires au processus officiel du Centre de recrutement.

Your interactions with the Club are purely voluntary, and you can withdraw at any time. Details of our program can be found at <http://www.rmclubns.ca/>. You initiate contact with the Club by telephoning us at 902-701-8121 or sending us an email colleges@rmclubns.ca.

Vos interactions avec le Club sont purement volontaires et vous pouvez vous retirer à tout moment. Les détails de notre programme serait trouvés <http://www.rmclubns.ca/>. Vous initiez un contact avec le Club en nous contactant au 902-701-8121 ou à colleges@rmclubns.ca.

With very best wishes for your future success,

Avec nos meilleurs vœux pour votre succès futur,

Bill Gard (college Number/ numéro du collège 8120)
President Nova Scotia Branch/ Président Le Chapitre de la Nouvelle-Écosse

