Talent and Career Management in the Financial Community

Ryan Pilgrim, Executive Director
Office of the Comptroller General (OCG)

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OCG - FM Community Development Team – **Who We Are**

We are a team of 9, mostly FIs, focusing on two areas:

1. **Recruitment, Staffing & Special Initiatives**
   - Sasha Slechta
   - Emily Farr
   - Shannon Nauss
   - Carole Croteau

2. **Career Management and Learning & Development**
   - Nathalie Fleurent
   - Denis Langevin
   - Fiona Peters
   - Amy Ly
   - Herby Damas

**Objective**

Build a capable and high performing FM function
- Provide FIs and FM EXs with the information, tools and learning and development activities necessary to succeed.
## FM Community – *Who You Are*

### 5,400 FIs and ……

| Education            | > 90% have a university degree  
|                      | 52% have a CPA designation (50% for FIs & 75% for EXs) |
| Gender               | 59% female, 41% male |
| Executives           | 184 CFOs and DFCOs  
|                      | 316 Other Executives |
| Age                  | 10% are under the age of 30  
|                      | 34% are between 30 and 39  
|                      | 31% are between 40 and 49  
|                      | 25% are 50 or older |
| Location             | 70% work in the National Capital Region  
|                      | 30% work in Regions |
| Growth               | FI population has increased by 1.1% since 2012 |

The FM community is well established and connected.
Talent Management (TM) is key to creating a dynamic and capable workforce, ensuring that the financial management function is a strategic partner in achieving government priorities.

Modern Comptrollership
“Enabling innovation and results by balancing control and flexibility”

- **Strengths**
  - Competent & trusted workforce
  - Strong sense of community
- **Challenges**
  - Dynamic & changing environment
  - Tightening budgets

- Government Priorities
- Comptroller General Priorities
- FM Value Proposition
- State of FM Function

- Comptroller General Priorities
- Policy Reset (FM & TP)
- Talent Management
- Costing
- FM Transformation

- Government Priorities
- Collaborative & High Performing
- Evidence-based
- Transparent & Accountable
- Intelligent Risk Taking

- FM Value Proposition
- Accountability to Canadians
- Efficient use of Resources
- Strategic Advice & Information

- State of FM Function
- Protecting Value
- Driving Value
- Adding Value


**Talent Management – Taking it to the Next Level**

<table>
<thead>
<tr>
<th>TM Vision for the Government of Canada</th>
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<tbody>
<tr>
<td>Attract, develop and retain high performing financial officers, managers and executives who have the strategic leadership skills, breadth of experience and core financial competencies to lead their organization into the future.</td>
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<table>
<thead>
<tr>
<th>Attract ➔ Develop ➔ Retain</th>
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<tbody>
<tr>
<td><strong>Formal Programs</strong></td>
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<tr>
<td>▪ FSWEP - Finance Stream – CPA &amp; Non-CPA <em>(Students)</em></td>
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<tr>
<td>▪ New university recruitment (FORD) Program <em>(FI-01)</em></td>
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<tr>
<td>▪ Advanced Financial Officer Dev. Program <em>(FI-02 &amp; 03)</em></td>
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<tr>
<td>▪ Comptrollership Leadership Dev. Program <em>(FI-04 &amp; EX-01)</em></td>
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<tr>
<td>▪ Next Gen DCFO <em>(EX-01 &amp; 02)</em></td>
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<tr>
<td>▪ Next Gen CFO <em>(EX-03)</em></td>
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<tr>
<td>▪ Senior Exec. Advanced Fin. &amp; Acct Program <em>(EX-01 to EX-05)</em></td>
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<thead>
<tr>
<th><strong>Strategic Initiatives</strong></th>
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<tr>
<td>▪ Summer Comptrollership Event <em>(Students)</em></td>
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<tr>
<td>▪ CPA Firm Recruitment <em>(FI-02)</em></td>
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<tr>
<td>▪ Formalized Onboarding Sessions <em>(FIs &amp; EXs)</em></td>
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<td>▪ Collective Staffing Processes <em>(EXs)</em></td>
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<td>▪ Indigenous FM Recruitment Strategy</td>
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<tr>
<th>Community Management</th>
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<tr>
<td><strong>Governance</strong></td>
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<tr>
<td>▪ CFO Talent Management Committee</td>
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<td>▪ Regional Talent Management Committee</td>
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<td>▪ DCFO Quarterly Talent Management Meetings</td>
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<td>▪ Community Monitoring <em>(e.g. MAF, CPA Snapshot, FMC Inventory)</em></td>
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<tr>
<th><strong>Cluster Reviews (EX-01 to EX-03)</strong></th>
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<tr>
<td>▪ Talent Mapping</td>
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<td>▪ High Performance Promotions</td>
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<td>▪ Facilitated Moves</td>
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<th><strong>Outreach Activities</strong></th>
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<tr>
<td>▪ CFO and DCFO Conferences</td>
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<td>▪ DCFO Monthly Conference Calls</td>
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<td>▪ Departmental CFO Management Meetings</td>
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<td>▪ Touch Base Meetings</td>
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<th><strong>Strategic Integration</strong></th>
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<tr>
<td>▪ International FM Forum</td>
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<td>▪ Provincial Comptrollers Working Group</td>
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<tr>
<td>▪ FM Learning Providers Committee <em>(CPA, FMI, CSPS, ACFO)</em></td>
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<th><strong>Foundational</strong></th>
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<td><strong>Enabling Tools</strong></td>
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<tr>
<td>▪ CFO PMA Objectives</td>
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<tr>
<td>▪ Mentoring Tool Kit</td>
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<td>▪ Succession Planning</td>
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<tr>
<td>▪ Coordinated Staffing</td>
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<td>▪ CFO Guideline</td>
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<th><strong>Career Management</strong></th>
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<tr>
<td>▪ FI Competency Standard</td>
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<tr>
<td>▪ FI Core Curriculum – <a href="#">Online courses</a></td>
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<tr>
<td>▪ FI to CFO Career Path</td>
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<td>▪ Career Pathways Portal</td>
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<th><strong>Expected Result</strong></th>
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<td>Agile and sustainable government-wide financial management workforce.</td>
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# Talent Management – Areas of Focus

## Talent Infusion: Recruitment & Staffing

- **Concern:** Only 10% of FM community is under the age of 30. Significant portion of the community is eligible to retire in the coming years.

- **Opportunity:** Marketing and branding the GoC as an *Employer of Choice* and competing with the private sector for talent.

## Development Programs

- **Concern:** Lack of accessible programs to develop staff and prepare FI’s for the next stages of their career.

- **Opportunity:** Offer Financial Management development programs at all levels that prepare participants to succeed at the next level in their career path.

## Talent and Career Management

- **Concern:** Increasingly complex operating environment calls for the FIs and EXs to transform their role from *financial advisor* to *strategic business partner*.

- **Opportunity:** Enhance information, tools and processes to assist FIs and EXs in assessing and developing their skills.
Talent Infusion: Transformation of Recruitment & Staffing

Old Process ....

Interested Candidates
Strict candidate requirements. Lose candidates due to language, education, other.

fewer candidates ...
2 ½ months elapse before candidates are informed of their status in the application process. Lose more candidates!

... and even fewer candidates ...
3 months elapse before candidates know if they have qualified as a candidate. Lose more candidates!

... top talent no longer available!!!

New Process ....

- Coast to coat recruitment, improved branding of the PS.
- Increased use of FSWEP and student bridging processes.
- Shortened interview processes.
- Use of conditional offers.

Recruit top talent early!!!
Financial Management development programs are offered at all levels.
Cluster Review Meetings
CFOs have several meetings to review EX minus 1 to EX-03 candidates that are ready for movement or advancement.

Facilitated Moves
Facilitate mobility to expand the breadth and depth of functional competencies and prepare for future promotional opportunities.

Promotional Process
Identify and quickly promote high potential candidates through non-advertised processes.

Strengthen Financial Management through:
- Facilitated moves and promotional process.
- Placement of top talent outside of their home departments to broaden the breadth of their experience.

Over 500 candidates reviewed
The **FM Career Development Portal** is designed to support individual career planning and development, providing:

1. Information in an easy-to-find and user-friendly platform (GCPEDIA);
2. Requirements and expectations to succeed at current & next levels; and
3. Ability to self-assess competencies and links to targeted learning and development programs to address gaps.

### Key Components of the Career Development Portal

- **FI to CFO Career Path**
  - Summary of behavioral and functional competencies, experience, and expectations at each level.

- **Community Profiles**
  - Career paths of community members through infographics and videos to convey practical advice.

- **Self-Assessment**
  - Self-assess competencies, experience and qualifications, highlight gaps and identify learning activities.
Welcome to the Career Development Portal!

The Portal provides a one-stop shop to assist you in planning your career path to unlock your potential and reach your career aspirations. Click on the image to hear from Bill Matthews the Comptroller General of Canada, on the importance of career management.

Bill Matthews, Comptroller General of Canada
What do I need to focus on to advance my career?
Foundational Development – FI-1 Level

Understand what are the key factors to succeed at your current level and be ready to take on the challenges in the next one:

- What is expected of you;
- Education, professional accreditation, bilingual capacity;
- What training is required;
- The number of years and experiences to acquire.
**Foundational Development - FI-1 Level**

### Oral and Written Communication

- **Competency Definition:** Listening to others and communicating articulately through speech or in writing.

- **Key Indicators for FI-01**
  - Listens and questions effectively
  - Shares information willingly
  - Responds constructively to diverse views
  - Writes clearly and concisely, using appropriate vocabulary and grammar and message is easily understood
  - Maintains timely communications honestly and respectfully
  - Communication flow is logical and presents a reasonable sequence of thoughts

### Behavioural Competencies

<table>
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<tr>
<th>Competency</th>
<th>Description</th>
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<td>Risk Management</td>
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<tr>
<td>Negotiation/Persuasion</td>
<td>[Expand]</td>
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<tr>
<td>Values and Ethics</td>
<td>[Expand]</td>
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<tr>
<td>Strategic Thinking: Analysis</td>
<td>[Expand]</td>
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<tr>
<td>Strategic Thinking: Ideas</td>
<td>[Expand]</td>
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<tr>
<td>Engagement</td>
<td>[Expand]</td>
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<tr>
<td>Management Excellence: Action</td>
<td>[Expand]</td>
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<tr>
<td>Management Excellence: People</td>
<td>[Expand]</td>
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<tr>
<td>Management Excellence: Finance</td>
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- Easily access the behavioral competencies for FIs.
- Understand the behaviors to acquire to be considered proficient at each level.
Career Development Portal – Development Tools

What tools are available to help me develop my career?

- Development Programs Tool Kit
- Mentoring Tool Kit
- Succession Planning
- Career Planning Templates
- Self-Assessment Tool
Development Tools – Self Assessment

Candidate Self Assessment

ASSESS CURRENT PROFILE

- Current Level: FI-02
- Desired Level: FI-03
- Years in Current Position: 3 years
- Education: Undergraduate
- Professional Designation: None
- Bilingual Profile
  - Reading: A
  - Writing: B
  - Oral: B

- Enter information about your current status.
- The Desired Level is the next level up from your current level.
Development Tools – Self Assessment

**ASSESS FUNCTIONAL EXPERIENCE**

- Financial planning
- External reporting
- Internal resource management
- Advisory services
- Accounting operations
- Financial systems
- Financial policy
- Costing
- Internal controls

- **Sufficient experience** is considered to be one complete budgetary or management cycle.

- Indicate the type of **functional experience** you have had in your career so far.

**ASSESS BREADTH OF EXPERIENCE**

- Program and Corporate Service Delivery
- Departmental diversity
- Central agency
- Regional
- Financial Management complexity
- Managerial
- Internal or external audit

- Indicate the **breadth of experience** you have had in your career so far.
Assess your behavioral competencies.

To be successful at the next level, one should be proficient at their current level.
Self Assessment – Gap Analysis & Recommendations

- Results from your assessment can be used to inform performance management discussions, learning plans, career planning etc.
Career Development Portal – Development Programs
Advanced Financial Officer Development Program (AFOD)

Want to learn the skills necessary to succeed as a supervisor or manager?

Eligibility
- FI-02 or FI-03 with a degree specialization in Accounting, Finance, Business Administration, Commerce or Economics OR is in possession of or be working towards a CPA designation.
- Minimum of 12 months experience at current group and level.
- Achieved minimum of “Succeeded” rating in their most recent PMA.
- Language profile - BBB.

Selection Process
- Participants nominated by immediate supervisor, approved by the CFO and assessed by the OCG.

# of Participants & Duration
- 20 participants enrolled for 24 months.

Self-Evaluation
- On-line competency self-assessment
- Validate competency proficiency
- Promotional opportunity

Rotational Assignments
- Three rotations (8 months each):
  #1 in a new FM functional area
  #2 in a program or regional office
  #3 in a FM functional area in another Dept.

Competency Development
Focus on leadership competency areas:
1. People Management & Engagement;
2. Communication;
3. Strategic Thinking Analysis & Ideas

Targeted Learning
- Mentoring
- Facilitated learning discussions;
- Action Learning Sets
- Webinars - CPA/FMI

Participant Profile and Enrollment Overview
Consolidate learning activities from various providers by:

- Level (FI / EX)
- Behavioral and Functional Competencies
- Hot Topics
Community Leader Profiles

Roch Huppé
CFO
Canada Revenue Agency

Patricia Sauvè-McCuan
CFO
Natural Sciences and Engineering Research Council

Arun Thangaraj
CFO
Global Affairs Canada

Serena Francis
Executive Director
Financial Management Services
Health Canada

Eva Jacobs
DCFO
Public Service Commission

Coming Soon
We Want Your Feedback!!!

- The Career Development Portal will **launch in the early fall** on GCPEDIA.
- Marketing efforts will include attending department town halls, promotion at OCG events etc.
- **Your input is essential** to ensure that the Portal is **relevant** and **useful** for financial officers.

Contact us at zzfmcd@tbs-sct.gc.ca, we want your feedback!
Questions

Ryan Pilgrim
Executive Director,
Financial Policy and Community Development
Ryan.Pilgrim@tbs-sct.gc.ca
(613) 369-3113

Alexandre (Sasha) Slechta
Acting Director,
Financial Policy and Community Development
Alexandre.Slechta@tbs-sct.gc.ca
(613) 698-5681