Talent and Career Management in the Financial Community

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Financial Management Community Development
Office of the Comptroller General (OCG)

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

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

1. **Recruitment, Staffing & Special Initiatives**
   - FORD / Students
   - Collective Staffing
   - Career Development Portal
   - Special Initiatives

2. **Career Management and Learning & Development**
   - Next Gen Development Programs
   - Cluster Reviews
   - Onboarding
   - Joint Career Development Program

**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.
The FM community is well established and connected.
Talent Management (TM) is key to creating a dynamic and capable workforce, critical to achieving government priorities.

**Modern Comptrollership**

“Enabling innovation and results by balancing control and flexibility”

**Government Priorities**

- Transparent & Accountable
- Evidence-based
- Innovative & Agile
- Collaborative & High Performing

**Comptroller General Priorities**

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

**State of FM Function**

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

**FM Value Proposition**

- Protecting Value
- Driving Value
- Adding Value

**Strengths**

- Competent & trusted workforce
- Strong sense of community

**Challenges**

- Dynamic & changing environment
- Tightening budgets
Talent Management – Taking it to the Next Level

TM Vision for the Government of Canada
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.

<table>
<thead>
<tr>
<th>Attract ➔ Develop ➔ Retain</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal Programs</strong></td>
</tr>
<tr>
<td>• FSWEP- Finance Stream – CPA &amp; Non-CPA <em>(Students)</em></td>
</tr>
<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 DCOF <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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<table>
<thead>
<tr>
<th><strong>Strategic Initiatives</strong></th>
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<tbody>
<tr>
<td>• Summer Comptrollership Event <em>(Students)</em></td>
</tr>
<tr>
<td>• CPA Firm Recruitment <em>(FI-02)</em></td>
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<tr>
<td>• Formalized Onboarding Sessions <em>(Fls &amp; EXs)</em></td>
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<tr>
<td>• Collective Staffing Processes <em>(EXs)</em></td>
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<tr>
<td>• Indigenous FM Recruitment Strategy</td>
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<thead>
<tr>
<th>Community Management</th>
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<tbody>
<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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<tr>
<td>• DCFO Quarterly Talent Management Meetings</td>
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<tr>
<td>• Community Monitoring <em>(e.g. MAF, CPA Snapshot, FMC Inventory)</em></td>
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<thead>
<tr>
<th><strong>Cluster Reviews (EX-01 to EX-03)</strong></th>
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<tbody>
<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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<tr>
<th><strong>Outreach Activities</strong></th>
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<tbody>
<tr>
<td>• CFO and DCFO Conferences</td>
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<tr>
<td>• DCFO Monthly Conference Calls</td>
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<tr>
<td>• Departmental CFO Management Meetings</td>
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<td>• Touch Base Meetings</td>
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<tr>
<th><strong>Strategic Integration</strong></th>
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<tr>
<td>• International FM Forum</td>
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<tr>
<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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<tr>
<td><strong>Enabling Tools</strong></td>
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<tr>
<td>• CFO PMA Objectives</td>
</tr>
<tr>
<td>• Mentoring Tool Kit</td>
</tr>
<tr>
<td>• Succession Planning</td>
</tr>
<tr>
<td>• Coordinated staffing</td>
</tr>
<tr>
<td>• CFO Guideline</td>
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<th><strong>Career Management</strong></th>
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<tbody>
<tr>
<td>• FI Competency Standard</td>
</tr>
<tr>
<td>• FI Core Curriculum – <em>Online courses</em></td>
</tr>
<tr>
<td>• FI to CFO Career Path</td>
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<tr>
<td>• Career Pathways Portal</td>
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Expected Result
Agile and sustainable government-wide financial management workforce.
Talent Management – Areas of Focus

A  
Talent Infusion: Recruitment & Staffing

- Only 10% of FM community is under the age of 30. Significant portion of the community is eligible to retire in the coming years
- Marketing and branding the GoC as an Employer of Choice and competing with the private sector for talent.

B  
Development Programs

- Lack of accessible programs to develop staff and prepare FI’s for the next stages of their career.
- Offer Financial Management development programs at all levels that prepare participants to succeed at the next level in their career path.

C  
Talent and Career Management

- Increasingly complex operating environment calls for the FIs and EXs to transform their role from financial advisor to strategic business partner.
- Enhance information, tools and processes to assist FIs and EXs in assessing and developing their skills.
**Old Process … .**

- Strict candidate requirements.
- 2½ months elapse before candidates are informed of their status in the application process.
- 3 months elapse before candidates know if they have qualified as a candidate.
- Lose candidates due to language, education, other.
- Lose more candidates!
- 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!!!
Development Programs – For All Levels

Financial Officer Development Program (FORD)
- 40-60 participants
- 30 months
- 2-3 rotations
- Promotional opportunities

Advanced Financial Officer Development Program (AFODP)
- 20 participants
- 2 years
- 3 rotations
- Promotional opportunities
- Partnership with CPA/FMI/CSPS

Comptrollership Leadership Development Program (CLDP)
- 24 participants
- 6 months
- Partnership with Ottawa U.

Next Generation DCFO
- 15 participants
- 18 months
- Partnership with CPA Canada

Next Generation CFO
- 11 participants
- 1 year
- Partnership with CPA Canada & CIPFA (UK)

Senior Exec. Advanced Fin. & Acct Program (SEAFAP)
- EXs without a CPA

Launch 1978
- 40-60 participants
- 30 months
- 2-3 rotations
- Promotional opportunities

Launch Sept 2017
- 20 participants
- 2 years
- 3 rotations
- Promotional opportunities

Launch Dec 2015
- 24 participants
- 6 months
- Partnership with Ottawa U.

Launch Jan 2018
- 15 participants
- 18 months
- Partnership with CPA Canada

Launch Nov 2016
- 11 participants
- 1 year
- Partnership with CPA Canada & CIPFA (UK)

Launch Jan 2017
- 40 participants
- 1 year

Financial Management development programs are offered at all levels.
Career Management - Cluster Review Process

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

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.
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.

- **Self-Assessment**
  - Self-assess competencies, experience and qualifications, highlight gaps and identify learning activities.

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

www.gcpedia.gc.ca

Financial management community/Career Development Portal
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 here to hear an introduction to the Career Development Portal and the importance of managing your career.
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

### Behavioural Competencies

<table>
<thead>
<tr>
<th>Oral and Written Communication</th>
<th>Strategic Thinking: Ideas</th>
</tr>
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<tbody>
<tr>
<td><strong>Competency Definition</strong></td>
<td></td>
</tr>
<tr>
<td>Listening to others and communicating articulately through speech or in writing.</td>
<td></td>
</tr>
<tr>
<td><strong>Key Indicators for FI-01</strong></td>
<td>Engagement</td>
</tr>
<tr>
<td>Listens and questions effectively</td>
<td>Management Excellence: Action</td>
</tr>
<tr>
<td>Shares information willingly</td>
<td>Management Excellence: People</td>
</tr>
<tr>
<td>Responds constructively to diverse views</td>
<td>Management Excellence: Finance</td>
</tr>
<tr>
<td>Writes clearly and concisely, using appropriate vocabulary and grammar and message is easily understood</td>
<td></td>
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<tr>
<td>Maintains timely communications honestly and respectfully</td>
<td></td>
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<tr>
<td>Communication flow is logical and presents a reasonable sequence of thoughts</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?

- Mentoring Tool Kit
- Development Programs 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

B. 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.

C. 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.
Development Tools – Self Assessment

Assess your behavioral competencies.

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

### BREADTH OF EXPERIENCE

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Analysis</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program and Corporate Services</td>
<td>No Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental diversity</td>
<td>No Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central agency</td>
<td>No Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional</td>
<td>No Experience</td>
<td></td>
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<tr>
<td>Financial Management complexity</td>
<td>No Experience</td>
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<td>Managerial</td>
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<tr>
<td>Internal or external audit</td>
<td>No Experience</td>
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At this level it is desirable to have breadth of experience in one or more of the following areas:

1. Program and corporate service delivery
2. Departmental diversity
3. Regional
4. Financial management complexity
5. Managerial

**Learning & Development Activities**

- Visit the Career Development Portal to learn more about development programs and upcoming staffing processes to diversify your experience:

### BEHAVIORAL COMPETENCIES

<table>
<thead>
<tr>
<th>Competency</th>
<th>Current Level</th>
<th>Desired Level</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral and Written Communication</td>
<td>Proficient</td>
<td>Proficient</td>
<td>Meets Competency Requirement</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Basic</td>
<td>Insufficient</td>
<td>Does not meet Competency requirement</td>
</tr>
<tr>
<td>Negotiation/ Persuasion</td>
<td>Proficient</td>
<td>Basic</td>
<td>Further development of competency desirable</td>
</tr>
<tr>
<td>Values and Ethics</td>
<td>Basic</td>
<td>Insufficient</td>
<td>Does not meet Competency requirement</td>
</tr>
<tr>
<td>Strategic Thinking - Analysis</td>
<td>Advanced</td>
<td>Basic</td>
<td>Further development of competency desirable</td>
</tr>
<tr>
<td>Strategic Thinking - Ideas</td>
<td>Basic</td>
<td>Insufficient</td>
<td>Does not meet Competency requirement</td>
</tr>
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</table>

**Learning & Development Activities**

- No further development recommended at the F1-02 and F1-03 level.


Results from your assessment can be used to inform performance management discussions, learning plans, career planning etc.
Career Development Portal – Development Programs

Development Programs

- FI to CFO Career Path
- Development Tools
- Learning Activities
- Development Programs
- Community Leader Profiles
Advanced Financial Officer Development Program (AFOD)

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

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

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.
Consolidate learning activities from various providers by:

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

1. Roch Huppé
   CFO
   Canada Revenue Agency

2. Patricia Sauvé-McCuan
   CFO
   Natural Sciences and Engineering Research Council

3. Arun Thangaraj
   CFO
   Global Affairs Canada

4. Serena Francis
   Executive Director
   Financial Management Services
   Health Canada

5. Eva Jacobs
   DCFO
   Public Service Commission

Coming Soon

Your Name
Your Position
Your Department
Career Path: Roch Huppé, Assistant Commissioner & CFO
Canada Revenue Agency

Manager Payment Services
Foreign Affairs
Assistant Director Revenue Accounting
Citizenship and Immigration
Chief Assets & Liabilities
Foreign Affairs
Supervisor Financial Operations
Foreign Affairs
Financial Clerk, Foreign Affairs

Senior Financial Analyst
TBS / OCG

"My most interesting roles are those where I learned something new everyday. Roles that offer learning opportunities are important for development and personal satisfaction."

Director Policies and Procedures
PWGSC
Director Client Engagement
PWGSC

"Effective managers set the direction and expectations of their staff. They recognize that their staff are different from them, they understand their individual strengths, weaknesses and what motivates them."

DG Planning and Resource Management
Foreign Affairs
DG Financial Operations
PWGSC

"Communication is one of the most important skills to master. To be effective, understand who you are speaking with, their background and financial knowledge and finally how they may use the information provided."

CFO Fisheries and Oceans
Assistant Commissioner & CFO
Canada Revenue Agency

Masters in Public Administration

"Work life balance is important. Advice that has worked for me is:

1) Define what work-life balance means to you.
2) Create an environment where balance is possible.
3) Choose a role where you can manage both."

Bachelor in Finance
Certificate in Accounting
Certified General Accountant

3 years
9+ Years
3 Years
1.5 Years
3.5 Years
3 Years
4 Years

Education
CR 05 - FI 03
FI 04
EX 1
EX 3
EX 4
EX 5
Questions

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