



# It's Your Career as a Military Police Officer!

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## The Canadian Forces Military Police Officer Corps

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Welcome to this first MP Branch Advisor newsletter! The idea to publish this was born from a discussion I had with some of the MP Capts in the National Capital Region in Dec 15. During that discussion, it became clear to me that our junior officers had many questions about how our Branch manages careers and makes important decisions that impact their futures. While I was able to take the time to answer these questions with the Capts that were present, I recognize that many of you likely have similar questions that you may never have the opportunity to ask. I have therefore asked your MP Branch Advisor, LCol Brian Frei, to prepare a short information package for you in the form of this newsletter.

While this issue will focus primarily on junior officer career and professional development issues, I hope to be able to expand this format in the future to include broader updates on CF MP Gp and Branch issues. Of course, I would encourage all of you to become, and stay, engaged in the activities of your Branch. Remember, it is your career! You are your own best career manager and you have to take much of the responsibility for how your career progresses!

As your Commander and Provost Marshal, I take my responsibility to ensure career and professional development very seriously. You are the future of our Branch and the basis for our success. I hope you find the information in these pages both informative and interesting.



**R.P. Delaney**  
Colonel  
Comd CF MP Gp/CFPM

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### Junior Officer Professional Development

Just graduated from the Military Police Officer Course (MPOC)? Behind in your professional development (PD)? Here are a few things to keep in mind as you start out on your new career as an MP officer.

- Canadian Armed Forces Junior Officer Development (CAFJOD) — Completion of this program is a mandatory requirement for promotion to Maj. While you may think you have plenty of time to do the program over the next few years, keep in mind that promotions are happening faster than they have traditionally. Your next job may be even busier than your current job, so procrastinating may limit your PD and posting options in the future. All junior officers should aspire to complete the CAFJOD within the first 2 to 3 years of completing the MPOC. While your chain of command should support you in this, it is an individual responsibility!
- Army Junior Staff Officer (AJSO) — All MPO are expected to complete the AJSO via online

learning. Fortunately, the AJSO is not linked to the CAFJOD the way the Army Junior Officer Staff Qualification was linked to the Officer Professional Military Education.

- Army Tactical Operations Course (ATOC) — The MP Branch expects all MPO to complete the ATOC prior to being promoted to the rank of Maj. Selection for the ATOC is based on Branch priorities, candidate availability and merit. Early completion of the CAFJOD and the AJSO improves your chance of being selected for one of the 9 MPO ATOC positions available each year.
- Army Operations Course (AOC) —With only 4 MPO seats available each year, selection for the AOC is very competitive. The MP Branch would like all Regt COs and other key command positions to be filled by AOC-qualified Majs. Selection is based on merit and availability from the pool of ATOC-qualified MPO.

**Did you know the MP Branch follows the land environment professional development streams regardless of the uniform you wear?**

## So, you've been "Tiered"

For most, the tiering of officers within the MP Branch seems to be somewhat of a mystery. How is it done? Why do we do it? What does it mean? First, your senior leadership have only worked to formalize the tiering process within the MP Branch in the last few years. The aim is to identify those members who have significant potential to advance multiple ranks. For MPO, Tier 1 officers are those who the LCol's collectively feel have the potential to advance at least two more ranks (i.e. a Tier 1 Maj could be a Col serving as the CFPM or working in the Director General Defence Security). A Tier 2 officer is expected to advance at least one more rank in pace with his or her peers, and a Tier 3 officer is someone that is not likely to continue to advance. Typically, Tier 3 officers are those with insufficient time remaining in their career to advance or those who self-identify.

The tiering process is re-examined yearly, so some members will move up or down each year. However, the process is predicated on a purely subjective evaluation of potential, not performance from year to year. This usually takes place

## MPO Mentorship

Mentoring has long been established as a developmental process intended to guide junior members along the road from journeyman to craftsman. Within the CAF, mentoring was used to develop senior staff as early as WWII. More recently, the International Association of Chiefs of Police recognized the importance of mentoring in the establishment of its program for new chiefs.

Within the MP Branch, many of our members have developed informal mentee-mentor relationships in the past. With regard to MPO, the MP Branch Advisor is working on a formal mentorship program to create even more value for our junior officers.

In the CF Leadership Institute's *Mentoring Handbook*, mentoring is defined as "a professional relationship in which a more experienced person (a mentor) voluntarily shares knowledge, insights, and wisdom with a less-experienced person (a mentee)". To be successful, the mentor and mentee need to have a relationship built upon respect, trust and honesty. Moreover, the mentor should not typically be within the mentee's chain of command. This relationship is intended to be a safe sounding board from which the mentee can draw personal advice.

during a fall Command Council meeting.

Once complete, all officers are entitled to be advised of where they tiered, and why. Your supervisor should be prepared to have a frank and honest conversation with you about your career. Keep in mind that the majority of all officers will be Tier 2, with only a handful identified as Tier 1.

As a Branch, tiering is a tool we use to help ensure that we properly prepare our members for the most senior positions we expect them to fill in the future.

Being Tier 1 does not guarantee the best jobs or exclusive access to professional development opportunities. It does lead us to consider your professional development needs first, and to give them priority consideration even if that means a posting to a staff position in a higher headquarters.

Being Tier 2 does not eliminate you from consideration for any job or training opportunity. Tier 2 officers are still selected as COs or to attend the AOC.

Mentoring does not replace the role of a supervisor and does not result in direction to the mentee. Mentees remain fully responsible to their supervisor for their actions and decisions.

In order for mentoring to be successful, the mentor needs to be willing to tell the mentee what he or she does not want to hear. And, likewise, the mentee needs to be willing to listen to the mentor even when faced with constructive criticism.

The MP Branch Advisor has asked that a mentor be chosen by all Tier 1 members and that the identified mentor-mentee relationships be formalized in order to help guide career decisions. However, there is no reason why Tier 2 and 3 members cannot initiate discussions with a potential mentor themselves. The CFPM has made it clear that every MPO is entitled to a mentor if he or she wishes and that he expects all senior staff to take the development of our more junior members seriously.

The formalization of this mentoring program within the Branch is still a work in progress, but one that promises to be of great benefit to all.

## The Magic of the Posting Plot

It is that time of year again, when the MP Branch Advisor and the Career Manager lose all their hair trying to sort out the posting plot for the next active posting season (APS). Have you ever wondered where we keep that dartboard?

The truth is, the posting plot is an extremely complex undertaking each year, with imposed limitations on the number of cost-moves, Branch requirements, predictions for attrition and production numbers, the need to balance personal desires against professional development against CAF needs and the unexpected circumstances that inevitably arise. While it may not seem like it when you are first advised where you will be posted, there are reasons behind every decision.

The MP Branch Advisor starts early to identify those critical positions that require certain skill sets. From there, your posting preferences in the Employee Member Access Application are considered—assuming that they are current and accurate! How long you have been in your current position and whether or not you need to move will also be considered. Frankly, if we do not have to move you and you do not want to move, we cannot afford to move you!

Some moves are predicated by promotions, others by CAF requirements and still others based on personal needs. However, all officers need to be cognizant of their obligations under universality of service. Do not forget that you are subject to be posted to any MP position suitable to your rank

## Looking for a Challenge?

The MP Branch continues to be in need of senior non-commissioned officers and officers as close protection team leaders. If you are looking for a personal challenge, an opportunity to deploy overseas or exciting employment within a dynamic and changing environment, close protection is for you!

All MPO need to recognize that while there are areas of employment across the CF MP Gp that involve special skills, there is no specialist trade within the MPO occupation. All MPO are expected to be able to undertake any assigned duty, from leading a guardhouse to working as a member of a higher headquarters staff to working in the Canadian Forces National Investigation Service to leading the Canadian Forces Protective Services Unit. We all need to make sure that we are ready to answer the call to duty whenever and wherever it may come. Prepare yourself and take control of your career!

Not only is the Close Protection qualification recognized by a badge on your uniform, it is also recognized in the merit criteria used each fall to establish the promotion list.

and experience, no matter where in the country it may be. Everyone should be prepared to move when the time comes!

Asking not to be considered for a particular posting may have career implications, particularly if you have been selected for a command position. The more restrictive you are in regards to your posting desires, the more you limit your career opportunities. Remember, sometimes the road to the job you want is not as direct as you would like. Often you must gain experience before you can successfully take on more senior positions.

Like your professional development, the best thing that you can do in order to influence your career path and postings is to take some control by being open and honest with your supervisor about your aspirations, your limitations and your desires. Be honest with yourself as well—not everyone can be or wants to be CFPM one day. Not only will your supervisor be able to influence your career by passing along your wishes, he or she should also be able to guide you in planning a career path that will help you meet your personal goals. Input from supervisors and mentors should also help you be realistic in setting your expectations. Remember, your plan will always be secondary to the needs of the service. Flexibility will help open many more doors!

**Prepare yourself and  
take control of your career!**



**Members of the TF 3-09 Close Protection Platoon on duty in Kandahar, Afghanistan, in 2010.**

**Wondering what else is considered by merit boards?**

**Check out <http://cmpapp.mil.ca/dgmc/en/career/others/2016-sc-00214-cn-eng.xls>**

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### Canada's Frontline Police Service



## Your MP Branch Advisor

As your MP Branch Advisor, I am responsible to the CFPM for the management of all MPO career issues facing the Branch. I work closely with your Comds, COs and the MPO Career Manager on issues like the posting plot, selection for career courses, terms of service issues, and plans to move or change MPO positions. I also act as an advisor on MPO career issues like the establishment of trade standards or the selection of personnel for deployment, taking into account broad career perspectives. I also lead the tiering and mentorship programs on behalf of the CFPM.



**LCol B.D. Frei**  
Spec Adv 2 and Branch Adv  
CF MP Gp HQ

Do you have additional questions or suggestions for future newsletter articles? Do you have articles that you would like to submit yourself? If so, please send them to Capt Kelly, SO CFPM.

## Life of the SO CFPM

The Staff Officer Canadian Forces Provost Marshal (SO CFPM) is the personal staff officer to the CFPM and supervisor of the CFPM Office. The SO CFPM reports directly to the CFPM and consequently, is expected to use considerable initiative in the conduct of all responsibilities. As a member of the CFPM's staff, the SO CFPM manages the day-to-day affairs of the CFPM's office. The SO CFPM must not only anticipate the needs of the CFPM but also must represent the CFPM's interests while serving as a buffer between the CFPM and matters that do not require his direct involvement.

The SO CFPM represents the CFPM's interests whether on the phone or in person with members of the CFPM staff, senior members of the MP, and other senior CAF, department, government or allied officers.

In this capacity, the SO CFPM liaises directly with corresponding individuals, organizations or agencies. The SO CFPM manages the operation of the CFPM's office by supervising the CFPM Administrative Assistant and overseeing all administrative matters within the Command Suite. The SO CFPM prepares correspondence, briefings, and presentations for the CFPM with or without specific direction. When required, the SO CFPM accompanies and assists the CFPM at meetings, visits, etc. Accordingly, the SO CFPM makes certain all arrangements are appropriately made; ensures the CFPM arrives on time and is adequately briefed and prepared; takes notes; and provides other services as required. The SO CFPM organizes meetings and functions whether tasked or otherwise on behalf of the CFPM.

The SO does not prepare coffee, although he does occasionally bake cupcakes for executive staff birthday functions!



**Capt Ben Kelly**  
SO CFPM