

***The Canadian Forces
Non-Commissioned Member in
the 21st Century
(NCM Corps 2020)***

MESSAGE FROM THE MINISTER OF NATIONAL DEFENCE

The Canadian Forces Non-Commissioned Member in the 21st Century: Strategic Guidance for the Professional Development of the Canadian Forces Non-Commissioned Members (NCM Corps 2020) represents another progressive step in the Department's continuing reform program. This initiative defines the professional development needs for over 48,000 members of the CF in order for them to meet and overcome the challenges of the future. As current international events are indicating, these challenges will be unpredictable, often ambiguous and frequently dangerous.

Non-commissioned members are the backbone of the Canadian Forces. They are faced with the day to day leadership of the sailors, soldiers and air men and women of the Canadian Forces in a rapidly evolving social environment and a demanding operational tempo. They also face the technical challenges of maintaining and operating our current equipment with expertise and ingenuity, as well as the challenges of integrating new technologies. Canadians expect non-commissioned members to do their jobs well, in a manner that justifies the pride Canadians have traditionally felt for this key national institution. As their vision describes them, "NCMs are proud, dedicated members of the Profession of Arms whose esprit de corps and expert knowledge unites and distinguishes them as true professionals".

In May 2001, with the Chief of the Defence Staff, my predecessor announced the release of *Canadian Officership in the 21st Century (Officership 2020)*, the strategic guidance for the professional development of the Canadian Officer Corps. With the publication of the *Canadian Forces Non-commissioned Member in the 21st Century*, the Canadian Forces has now defined the vision of both members of its leadership team and the requirements of its professional development system.

On 1 April 2002, the creation of the Canadian Defence Academy was one of the first steps in putting in place the governance structure proposed in *Officership 2020* to provide more academic rigour to professional military education, to enable our personnel to develop their intellectual potential, and to ensure a coherent and integrated educational system. Both non-commissioned members and officers will benefit from this new modern governance structure.

I am pleased to endorse the reform of the professional development for both the officer and the non-commissioned member. It is a very high priority issue on my own agenda and I will monitor its progress carefully. To achieve its objectives, the Canadian Forces must be led by the best. *Canadian Forces Non-Commissioned Member in the 21st Century* with its accompanying document, *Canadian Officership in the 21st Century (Officership 2020)*, will help them be the best.

FOREWORD

The *Canadian Forces Non-Commissioned Member in the 21st Century (NCM Corps 2020)* provides the strategic guidance for the professional development of the non-commissioned members for the next 20 years. It is the product of extensive analysis of the potential challenges of the future security environment and widespread consultation on how to meet these challenges.

The participation of non-commissioned members at all stages and from all rank levels was central to its development. As well, with the members of my Armed Forces Council, expanded by senior officers and non-commissioned members for meetings of the development process, we ensured that the common vision created for the professional development of our non-commissioned members was indeed embraced by the broad CF community. Successfully leading change of this importance begins with building a common understanding of the need to evolve our professional development and to agree on the objectives to be achieved. I am satisfied that this consensus has been achieved.

Although the nature of war may not have changed, the conduct of war certainly has. The asymmetric threat that dominates the current security environment requires new ways of thinking and acting well beyond the conventional patterns of the past. We must now evolve the development of non-commissioned members that historically has explained the pride and respect the men and women of the CF have earned over the years. This means more emphasis on creative thinking, intellectual development through life-long learning and timely access to education, training and experience.

NCM Corps 2020 is the companion document to *Canadian Officership in the 21st Century (Officership 2020)* and taken together they represent a major step toward achieving our key professional development goals. The guidance contained in this document recognizes the pivotal role of non-commissioned members as integral members of a strong officer/non-commissioned member team.

The CF's professional development must also be an inspiring, enriching and rewarding experience by emphasizing individual growth and a career with choice. To be the best, we must attract and retain the best. The role of developing this caring and inspirational leadership climate required in an institution that demands so much of its members is the shared responsibility of the officer/non-commissioned member team. This is one of our leadership challenges.

Included in this strategic guidance is the implementation strategy that is the start point in developing of the NCM Corps 2020 implementation plan. The Assistant Deputy Minister (HR Military), with the assistance of the Commander of the newly created Canadian Defence Academy, is responsible for developing the implementation plan and guiding its realization to demonstrate our commitment to the vision, and to build credibility and trust.

I encourage you to study this document in detail and contribute to its realization. Your daily work must be guided by this vision. To this end, I direct the CF's leadership team to:

- participate in and lead the transformation of our officers and NCMs;
- build the necessary constituencies to ensure success; and
- promote the CF as committed to continuing self-assessment, learning and improvement.

R.R. Henault
General
Chief of the Defence Staff

July 2002

To acknowledge the special role of Chief Warrant Officers and Chief Petty Officers 1st Class as custodians of the NCM Corps and the importance of a strong officer/NCM team:

R. Lupien
Chief Petty Officer 1st Class
Canadian Forces Chief Warrant Officer

INTRODUCTION

The publication of *Defence Strategy 2020*¹ in June 1999 focused attention on the need for transformation and innovation in the Canadian Forces (CF). In response to these challenges, the CF leadership has developed strategic guidance setting out the direction for professional development of the officer and non-commissioned member (NCM) in the new millennium. *Officership 2020*² was promulgated in May 2001. *NCM Corps 2020*³ now allows both the regular and primary reserve NCM components to move forward, based on complementary and mutually supportive Officers/NCMs leadership team. The strategic guidance offered by *Officership 2020* and *NCM Corps 2020* will be blended as appropriate to meet the complex challenges facing the CF.

Aim

The aim of *NCM Corps 2020* is to provide strategic guidance for NCM professional development (NCM PD) and its supporting system to meet the challenges and demands anticipated in 2020.

Scope

This document defines and substantiates the requirements (moral, ethical, educational and leadership) for the professional development of the future NCM Corps. While it does not specifically address Environmental training, it does encompass both regular and primary reserve components. Furthermore, Human Resource (HR) issues such as recruiting, terms of service and quality of life are addressed only as they relate to NCM PD. With these qualifications, the scope of *NCM Corps 2020* is confined to identifying:

- a. the necessary realignment of the attitudes and philosophies underlying NCM PD;
- b. the core attributes, education, training, experience and self-development required by NCMs in the future; and
- c. an implementation strategy for developing the NCM Corps over the long term.

Consultative Process

The development of *NCM Corps 2020* used a consultative process to ensure wide participation. Representatives from all three Environments and, with a few exceptions, all NCM military occupations participated, holding ranks from Private/Ordinary Seaman to General/Admiral. The *NCM Corps 2020* team also consulted with individuals and institutions outside the CF.

The stages were: *defining the future environment*, which permitted identification of strategic imperatives and articulation of the vision of the NCM Corps of 2020; *defining the capability gap* between the current NCM PD structure and the predicted future requirements; *closing the capability gap*; and *creating an implementation strategy* to launch *NCM Corps 2020*.

¹ *Shaping the Future of the Canadian Forces: A Strategy for 2020*, July 1999.

² *Canadian Officership in the 21st Century: Strategic Guidance for the Canadian Forces Officer Corps and the Officer Professional Development System*, February 2001.

³ A complete and detailed description of each step of the strategy for launching implementation of *NCM Corps 2020* is contained in the document, *Canadian Forces Non-Commissioned Members in the 21st Century: Detailed Analysis and Strategy for Launching Implementation*, July 2002.

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Strategy 2020 Objectives

Three of the eight strategic objectives of *Defence Strategy 2020* relate directly to NCM PD as follows:

- a. Objective 1: Innovative Path — Create an objective, innovative and relevant path into the future;
- b. Objective 2: Decisive Leaders — Develop and sustain a leadership climate that encourages initiative, decisiveness and trust while improving our leaders' abilities to lead and manage effectively; and
- c. Objective 6: Career of Choice — Position Defence as a rewarding, flexible and progressive workplace that builds professional teams of innovative and highly skilled men and women dedicated to accomplishing the mission.

NCM Corps 2020 contributes to the achievement of these three objectives in our rapidly changing world.

NCM CORPS 2020: FUTURE ENVIRONMENT

The *NCM Corps 2020* team reviewed and validated the major trends identified in *Defence Strategy 2020* and *Officership 2020*. The CF is affected by several areas of change: global, technological, Canadian society and resource management.

Global

With the collapse of the Soviet Union and the emergence of the United States as the sole superpower, the likelihood of large-scale, inter-state warfare has receded; however, political instability, and particularly asymmetrical threats, continue to represent dangers. Types of conflict will most probably be low- to mid-intensity, sparked by ethnic and religious differences, and possibly by natural causes (drought, famine, etc.). Globalization also involves a growing network of international and transnational bodies and complex, interrelated regimes concerned with human rights, socio-economic issues and arms control. In such a context, military force will be integrated with non-military means — primarily political, diplomatic and economic — of dealing with tensions and pressure points. Generally, force will be employed less to acquire territory and more to achieve stability and security, sometimes against non-state actors.

Technological

The impact of science and technology will become even more dominant. Technological advances, particularly in information technology, bio-medical research and nano-technologies, are occurring at an unprecedented pace. Their impact will be even more dramatic because of the interaction of all three of these new advances. For technology to be well understood entails far more than acquiring its material components: it involves adapting to new words, symbols, equations, procedures and, most of all, a new mindset. Technology also enables military forces to intervene rapidly with overwhelming power. The challenge for the future will be to create the appropriate CF doctrine and organizational structures for the proper, effective use of technology.

Canadian Society

Internationally, Canada will remain engaged in promoting peace and security both on its own and in concert with allies, particularly with its closest ally, the United States. Domestically, a key consideration is the competition for “the best and brightest” given the forecasted demand for “knowledge workers.” Innovative and imaginative HR strategies and policies will be required to ensure the CF is competitive. Increasingly, education — broadly defined — is recognized as the most important investment Canada can make to meet the uncertainty, ambiguity and challenges of the future. The need for a broad education applies equally to the CF. Furthermore, the CF must attempt to better reflect the demographic diversity of Canadian society.

Resource Management

Improved resource management will be a critical requirement in the future. Defence is unlikely to be the government’s highest spending priority, and taxpayers are demanding greater value for their money. Funding for the CF is dependent on the prevailing international environment and on the ability of senior leadership to communicate the legitimate requirements for the defence of the country. Furthermore, the rate of technological change demands that the CF be able to move quickly to identify and respond to high-priority challenges and opportunities.

TOWARD A VISION FOR *NCM Corps 2020*

Strategic Imperatives

Identifying the future challenges for the CF helps determine which qualities the CF will need in its NCMs. The strategic imperatives outlined in the detailed analysis of *NCM Corps 2020*⁴ describe the qualities desired in NCMs and the NCM PD system. They also form the elements of a vision that embraces the understanding that *Canada is founded upon the principles that recognize the supremacy of God and the rule of law*⁵.

The Vision of the NCM Corps of 2020

“Military Professionals Serving Canada and Devoted to the Profession of Arms”

NCMs are proud dedicated members of the Profession of Arms whose esprit de corps and expert knowledge unites and distinguishes them as true professionals. As leaders they are accountable, integral members of the officer/NCM team, supporting the CF mission and selflessly serving Canada with pride and distinction. NCMs deliver excellence in tactical, technical and operational skills exemplifying the Canadian military ethos with its bonds of tradition, comradeship and mutual respect. Their teamwork and professional competence is the foundation of CF operational effectiveness. They possess the intellectual, emotional and physical qualities required to apply ordered force, including lethal force, in the successful execution of the military mission. NCMs excel when challenged in environments characterized by risk and ambiguity, achieving success by responding to rapid change and creatively integrating new ideas and technology. The loyalty, courage and integrity of NCMs are an example and source of pride to all Canadians.

Strategic Guidance for NCM Corps Professional Development System

The professional development experience is characterized by an initial period of socialization, quality and challenging operational and technical training. The NCM grows as an individual and as a team member through continuous career-long opportunities and career choices. The NCM training and educational skills are of a standard and quality recognized by other Canadian institutions. A dynamic balance between the requirements for education, training and experience and the member's abilities and interests are also characteristics of the NCM's professional development experience.

The NCM professional development system provides comprehensive and co-ordinated governance to oversee all aspects of NCM professional development. Dynamic, flexible and innovative delivery systems tailored to each NCM's requirements allow NCMs to acquire the attitudes, skills and knowledge necessary to perform as members of the Canadian Forces.

⁴ Ibid

⁵ Extracted from the Constitution Act 1982, Part 1 - *Canadian Charter of Rights and Freedoms*.

REALIZING THE VISION

Definition of the strategic imperatives allows the CF to analyse the gaps in capabilities between the current NCM PD structure and projected requirements. Actions needed to close the gaps are analysed through the use of two types of thematic groupings. First, eight “end-states” are identified — desired results that, when attained, will achieve the vision and meet the strategic imperatives. These are called Strategic Objectives. The second group of themes describes six “ways” in which to achieve the Strategic Objectives. These are called Key Initiatives.

Strategic Objectives

To achieve the vision of *NCM Corps 2020*, the CF must fulfil the following eight Strategic Objectives:

Strategic Objective 1: Tactical Excellence. An NCM Corps whose members understand and are capable of applying force, collectively and individually, to achieve assigned missions and objectives.

Strategic Objective 2: Fully Professional NCM Corps. An NCM Corps that possesses a military ethos that unites its members through an understanding of the characteristics of the Profession of Arms and describes their unique contribution to Canada.

Strategic Objective 3: A Knowledgeable NCM Corps. An NCM Corps whose educational qualifications and competencies are commensurate with the diverse and demanding tasks they are required to perform.

Strategic Objective 4: Outstanding Leaders. NCMs as leaders embody the Principles of Leadership and, as mentors, guide and develop their subordinates.

Strategic Objective 5: Integral Members of a Strong Officer/NCM Team. NCMs are professionally developed to make a unique and indispensable contribution to the officer/NCM team.

Strategic Objective 6: Career with Choice. A career that allows NCMs to progress along alternate and flexible career paths acquiring new skills and choosing new challenges.

Strategic Objective 7: Exemplary Workplace. A work environment which embraces the concept of a learning organization and respects the contribution of all members by providing for their development and well-being.

Strategic Objective 8: Governance. A PD system with strong, centralized and coherent direction in accordance with strategic guidance from the Chief of the Defence Staff (CDS).

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Key Initiatives

Key Initiatives are sets of actions that will achieve the Strategic Objectives. Multiple initiatives (ways) are associated with individual Strategic Objectives (ends) to form a matrix (see Figure 1).

Key Initiative 1: Strengthen Military Ethos. Live, instil and sustain the military ethos through personal and community behaviour, communication, mentoring, coaching, development of loyalty and trust, respect for diversity, and adherence to the highest ethical standards.

Key Initiative 2: Career-long Intellectual Development. Ensure NCMs develop the required knowledge and skill-sets through education, training, experience and self-development. Broaden the opportunities for NCM education and develop NCMs as critical thinkers through a system that promotes the value of career-long intellectual development.

Key Initiative 3: Advanced Training. Ensure all NCMs receive timely, relevant and quality training. Use current methodologies and delivery systems to train for all types of operations with joint and combined scenarios. Training must be realistic, challenging and properly resourced. Evolve the advanced training process to anticipate asymmetrical and other non-traditional threats.

Key Initiative 4: Development of Concepts, Policies and Doctrine. Develop concepts, policies and doctrine that support and guide NCM PD. These will provide the framework for integrating knowledge, skills and technology. Ensure NCM involvement in the development of joint and combined doctrine and the production of CF Capstone and supporting manuals.

Key Initiative 5: Evolve Roles and Officer/NCM Relationships. Senior leadership (officers and NCMs) must anticipate changes in NCM roles and the officer/NCM relationships and manage them carefully. Timely adjustments to NCM PD programs will be essential. A key component of this ongoing process will be redefining, where appropriate, the officer/NCM relationship. Such redefinition must ensure the maintenance of strong, complementary teams.

Key Initiative 6: Delivery of PD. Deliver NCM PD flexibly through emerging technologies and modern learning strategies. Balance institutional and individual needs to promote NCMs' personal and collective well-being and quality of life.

ACHIEVING THE VISION

The Implementation Matrix

The Strategic Objectives and Key Initiatives Implementation Matrix is depicted in Figure 1 to describe how they interact to achieve the *NCM Corps 2020* vision.

Figure 1

IMPLEMENTATION MATRIX⁶

KEY INITIATIVES(WAYS) STRATEGIC OBJECTIVES(ENDS)	STRENGTHEN MILITARY ETHOS	CAREER-LONG INTELLECTUAL DEVELOPMENT	3 ADVANCED TRAINING	4 DEVELOPMENT OF CONCEPTS, POLICIES AND DOCTRINE	5 EVOLVE ROLES AND OFFICER/NCM RELATIONSHIPS	6 DELIVERY OF PD
Professional NCM Corps						
TACTICAL EXCELLENCE						
2 FULLY PROFESSIONAL NCM CORPS						
3 KNOWLEDGEABLE NCM CORPS						
4 OUTSTANDING LEADERS						
5 INTEGRAL MEMBERS OF A STRONG OFFICER /NCM TEAM						
Professional Development System						
6 CAREER WITH CHOICE						
7 EXEMPLARY WORKPLACE						
8 Governance						

⁶ From *Canadian Forces Non-Commissioned Members of the 21st Century: - Detailed Analysis and Strategy for Launching Implementation*, July 2002.

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The following summary links major implementation activities to Strategic Objectives:

Strategic Objective 1

Tactical Excellence

- Develop advanced training methods to meet the need for additional and different skill-sets in the battlespace of the future.
- Incorporate development of communications skills within all NCM PD levels that contribute to developing concepts, policies and doctrine.
- Define, live and use the CF military ethos to contribute to tactical excellence by reinforcing the 'warrior' spirit and contributing to group cohesion.
- Provide a body of professional knowledge, accumulated throughout the NCM's career, to increase the capability for independent thought and good judgement.

Strategic Objective 2

Fully Professional NCM Corps

- Provide the NCM Corps with common purpose, ideals, sense of identity and distinctiveness as a fully professional entity together with officers in the Profession of Arms, especially through the CF military ethos.
- Ensure the highest quality of NCM leaders and trainers to achieve professional development goals within the NCM Corps.
- Ensure the acquisition of the highest level of expertise as well as providing an understanding of our evolving responsibilities to Canadian society.

Strategic Objective 3

Knowledgeable NCM Corps

- Embed a continuous learning process to ensure that the NCM Corps evolves with the changing environment and technologies.
- Develop policies and doctrine that value, support and promote continuous education and learning. NCMs must be an integral part of this policy development process.
- Incorporate the value of education and career-long intellectual development that includes training and experience in the CF military ethos. This ethos must be reflected in all NCM programs and lived on a daily basis by all NCMs.

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Strategic Objective 4

Outstanding Leaders

- Instil in NCOs and Warrant Officers the best of all military virtues such as loyalty, courage and integrity. NCOs and Warrant Officers must reflect the highest ethical standards and values of Canadian society such as honesty, accountability and tolerance.
- Recognize and incorporate progressive and relevant leadership theories and models into training concepts, policies and doctrine wherever possible.
- Ensure advanced leadership training and education as NCMs' roles change with progression in rank and expand responsibilities, including second language training.

Strategic Objective 5

Integral Members of a Strong Officer/NCM Team

- Evolve the relationship between officers and NCMs, ensuring that NCMs are prepared to assume new and non-traditional roles. This, in turn, will require flexibility in the nature and terms of the officer/NCM relationship.
- Create strong, common bonds of mutual respect, loyalty, trust and mutual confidence through an enhanced understanding and practice of the CF military ethos.
- Develop concepts, policy and doctrine that reflect and even anticipate the changing nature of a strong officer/NCM team.
- Train the officer/NCM team to the highest standards.

Strategic Objective 6

Career with Choice

- professional development.
- the climate for Career with Choice.
- These will enhance members' concepts of self-worth and enable them to pursue a wider spectrum of choices during their careers.
- and respect for diversity to better reflect the nature of Canadian society and the operational environment.

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Strategic Objective 7

Exemplary Workplace

- career development paths, as well as enhance the quality of life of CF members.
- organization.
- contributions, initiative, innovation and creativity.

Strategic Objective 8

Governance

- coherency of NCM PD and establish linkages with *Officership 2020*.
-

FROM STRATEGY TO RESULTS

Moving Toward Implementation

To achieve the goals set out in the NCM Corps 2020 strategic guidance, an implementation strategy has been developed. This strategy, supported by a detailed implementation plan, will help demonstrate early progress and ensure commitment of resources and personnel to achieve the vision.

Moving forward quickly in key areas will demonstrate resolve to meet commitments, and early success will give credibility to the program. The Implementation Matrix (Figure 1) provides an overview of strategic management over the long term. The matrix indicates the degree of synergy, focus and dynamism necessary to fully achieve the eight Strategic Objectives and thus fulfil the vision of *NCM Corps 2020*. The power of the matrix is derived from its ability to keep the ultimate ends in sight while focusing on concrete, measurable ways to achieve these ends.

Leadership Role of Armed Forces Council (AFC)

The implementation strategy requires oversight by AFC members, to avoid fragmentation, to achieve greater efficiency and economy of effort, and to bring focus to the Strategic Objectives.

The Professional Development Council (PDC) is responsible to oversee the implementation of *NCM Corps 2020*. The committee will maintain momentum and ensure that the strategy is executed coherently and transparently at every stage.

Institutionalizing the NCM PD Initiatives

The key to institutionalizing the NCM PD initiatives and monitoring their progress is to embed them within normal departmental management practices. In most cases, this activity will take place within the Departmental Management System itself. All activities must be captured in the departmental business planning process.

Custodians of the NCM Corps

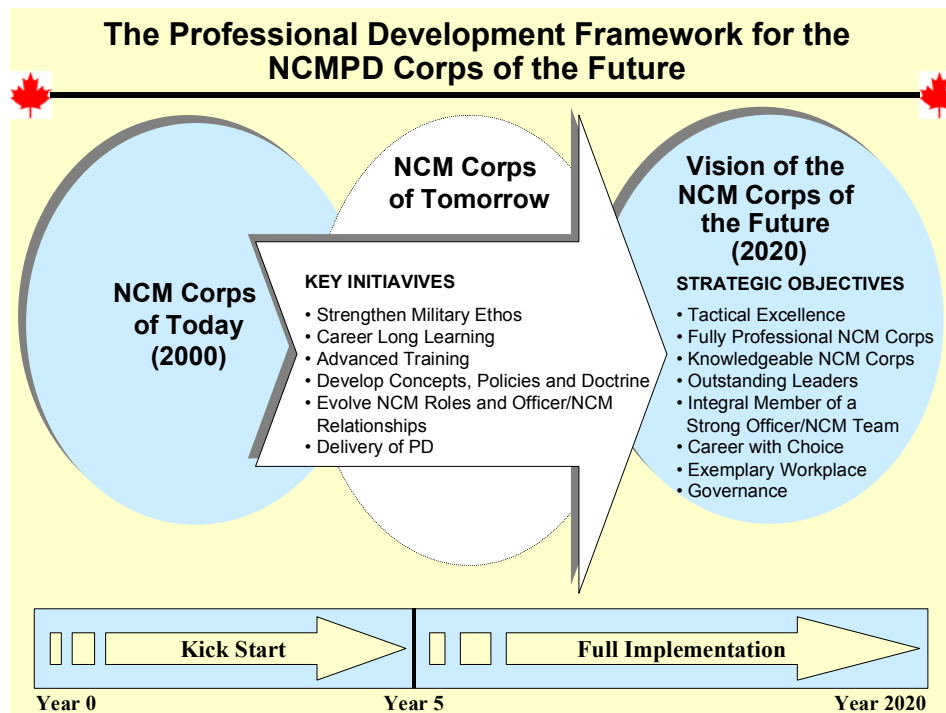
The experience and knowledge required to achieve the rank of Chief Warrant Officer (CWO)/Chief Petty Officer First-Class (CPO1), and associated appointments, are well respected within the CF. Those who hold this rank are accepted as the custodians of the NCM Corps, as well as of the customs and traditions of their individual units and the CF as a whole. For these reasons, CWOs and CPO1s will be important agents in successfully implementing *NCM Corps 2020*. These senior leaders will have two specific roles in ensuring that the vision of the NCM Corps is well understood and embraced. They can be relied on to:

- a. Understand and communicate the essence of *NCM Corps 2020* to their subordinates and be active in leading the transition into the future; and
- b. Understand the concept of the learning organization and encourage activities that foster its development.

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Implementation Strategy

Figure 2



NCM Corps 2020 is a long-term plan for the comprehensive reform of the NCM Corps. The timeframe for achieving all the Strategic Objectives is from 2000 to 2020, to be accomplished in three phases. As depicted at Figure 2, the first phase will take place in the first five years, with high-impact and 'kick-start' activities providing the foundation for future phases. These activities will focus on the following areas of the implementation strategy:

- Develop standards, Professional Military Education (PME) and scenarios for NCMs to assume more tactically challenging roles and responsibilities.
- Define the professional standards and requirements for NCMs.
- Expand opportunities through appropriate policies for NCMs to pursue education.
- Develop modern leadership practices for NCMs through the CF Leadership Institute.
- Define the contemporary role of the NCM to include the evolution of the officer/NCM team.
- Develop policies that enable NCMs to choose from a wide range of flexible career paths.
- Develop an HR strategy to enhance organizational capacity through policies that provide timely access to PD for NCMs.
- Implement a joint officer/NCM PD system of governance.

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Principles to Evolve *NCM Corps 2020*

NCM Corps 2020 provides the logic and defines the strategies to enable NCM PD to contribute to the reform of the NCM Corps. The institutionalization of *NCM Corps 2020* initiatives, both present and future, are to be guided by the following principles:

Inclusiveness

NCM Corps 2020 will be achieved through a process of inclusion, whereby all NCMs are instilled with the understanding that their contributions to the process are valued. Based upon this principle, the CF will assist all NCMs to broaden their education.

Rationalization

The requirement for a more highly educated NCM Corps is to be achieved by upgrading the intellectual content of the current military study programs and through accreditation. Incorporating intellectual development within the NCM PD system will reduce perceptions of increased demands in terms of personal education requirements during transition years. The rationalization of overall NCM PD requirements (through a combination of education, training, self-development and experience) will also consider quality-of-life issues so as to enhance the NCMs' overall well-being.

Inspire and Reward

During the implementation of *NCM Corps 2020*, NCMs will exercise greater choice in their PD and, therefore, their progress will be based on choice and merit. *NCM Corps 2020* must create an environment that is personally inspiring and rewarding to its members through emphasizing a career with choice and individual growth in support of the CF mission.

Evolutionary

Learning is a life-long experience. Therefore, the *NCM Corps 2020* vision will be achieved over a 20-year period, through an evolutionary process that makes incremental advances with available resources, accepting the fact that developing a new culture takes time.

Leadership Team

The unique aspects of *NCM Corps 2020* must be addressed through development and support of distinctive NCM PD while reinforcing the common elements of the officer/NCM team. Activities must contribute to the leadership development of NCMs as part of the CF leadership team by broadening their knowledge and experience, and by ensuring application of the principles of leadership.

NCM PD education and training must be recognized for its academic rigour and professional relevance.

Critical Success Factors

Reform, strategies to manage change and innovative ideas are often met with cynicism, hesitation and scepticism. To ensure the success of the *NCM Corps 2020* vision, the senior leadership and “custodians” must:

- a. set an example by demonstrating commitment to the vision;
- b. emphasize the critical role of NCMs in the achievement of the vision;

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- c. build necessary constituencies, both inside and outside the CF, to achieve the vision;
- d. promote and demonstrate continuous learning and improvement;
- e. institutionalize NCM PD and create the means to manage and measure progressive changes in NCM PD;
- f. create organizational capacity; and
- g. build an understanding of the particular officer/NCM team concept that underpins the philosophy of *NCM Corps 2020*.

It is the duty of the CF senior leaders, including all CWOs and CPO1s, to ensure the vision of *NCM Corps 2020* is realized. This duty must be seen as inherent in their fundamental responsibility to the nation and to those they serve and those that lead.