



National
Defence

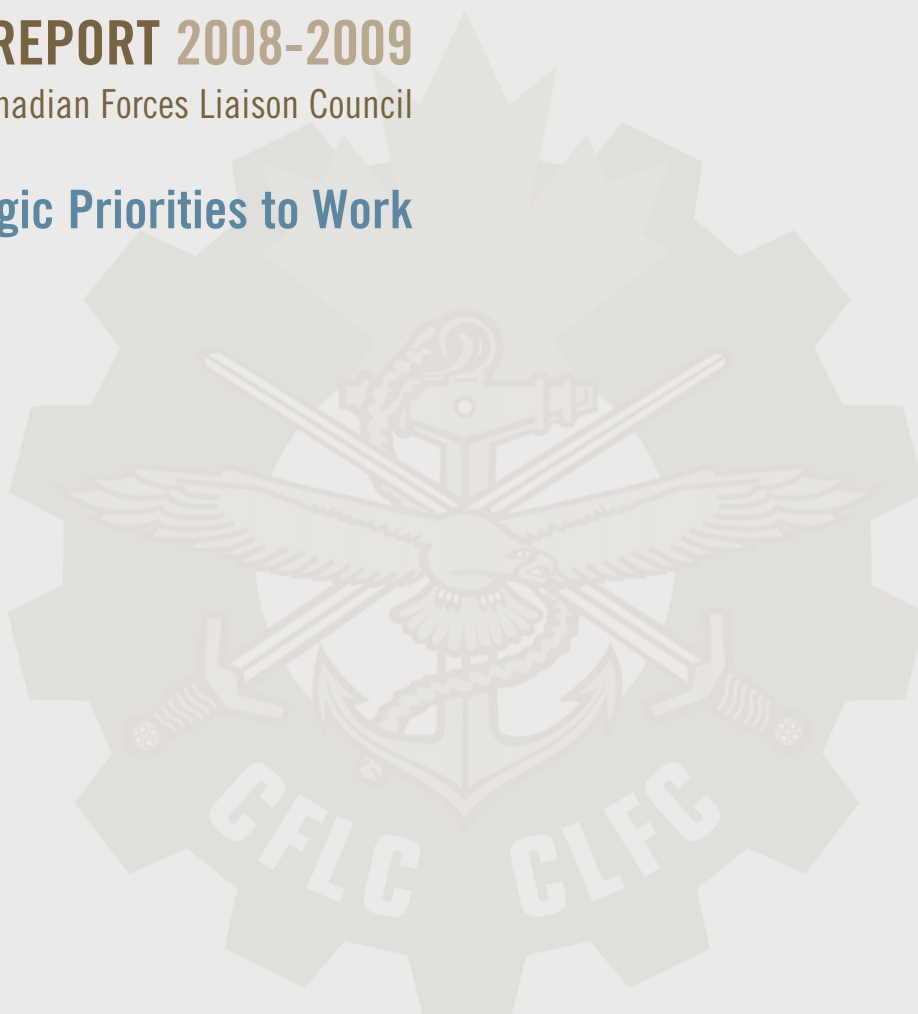
Défense
nationale

PROMOTING THE VALUE OF RESERVISTS

ANNUAL REPORT 2008-2009

of the Canadian Forces Liaison Council

Putting the Strategic Priorities to Work



Canadian Forces Liaison Council
<http://www.cflc.forces.gc.ca>

Canada 



TABLE OF CONTENTS

Message from the National Chair	4
Message from the Chief of the Defence Staff.....	5
Foreword	6
Introduction	7
Our History, Mandate, Vision, and Mission	7
Our Operating Environment.....	8
Our Mandated Activities and Deliverables	8
Our Stakeholders, Partners and Clients	9
Our Organization and Governance	10
Our Key Accomplishments 2008/09	10
Accomplishments – 2008/09 – The Strategic Plan in Action	12
Strategic Priority 1	12
Strategic Priority 2	14
Strategic Priority 3	15
The Future – Challenges for 2009/10	18
Annex A	19
Biographies	19
Annex B	23
National Council Membership	23
Secretariat Contact Information	24

MESSAGE FROM THE NATIONAL CHAIR

On behalf of the Canadian Forces Liaison Council (CFLC), I am pleased to present the Council's first Annual Report to the Minister of National Defence. As the follow-on to our recently released Five-Year Strategic Plan, it highlights our major activities and achievements for the year 2008/09, and looks ahead to the challenges the Council will face in the coming year.

As outlined in the Strategic Plan, CFLC is mandated to assist the Canadian Forces fulfil its operational mandate by enabling members of the Reserve Force to have time off from their civilian employment or academic programme to serve without detriment to their civilian careers. We work with employers, legislators and educational institutions across Canada to create an atmosphere of goodwill in which Reservists, who are serving their country both at home and abroad, are well supported.

Our aim is to ensure that Reservists are available to serve, and that their jobs are protected or that they have a smooth return to academic programmes.

The Council also supports individual Reservists in communicating with their employers or schools.

The year 2008/09 has proven to be one of transition and change, as we have reacted to the changing strategic environment in which the Canadian Forces in general, and the Reserve Force in particular, now operate. The

arrival at CFLC of a new Executive Director and the appointment of two new Chairs, one for New Brunswick and, for the first time, a Chair in the Northwest Territories, resulted in a change of orientation for the Council. The passage of Job Protection Legislation by the Federal Government and by the remaining provinces also meant that our work would take a new direction.

Our Five-Year Strategic Plan was the first step in strengthening our policy framework and our methods of operation. The definition of three Strategic Priorities, which will guide our efforts in the coming years, and against which we can measure our performance, was a key accomplishment.

Among the highlights detailed in the report are: the visit of CFLC Chairs to Afghanistan in January 2009; the increased awareness amongst our principal stakeholders and partners of CFLC's mission, vision and mandate; and the continued successes in increasing the number of employers, governments and educational institutions across Canada who may be counted as supporters of Canada's Reserve Force and individual Reservists.

The CFLC Annual Report, in conjunction with the Strategic Plan, also points the way ahead for the next few years. The year 2008/09 set in motion the initial steps of attaining the goals we have set for ourselves; 2009/10 will see progress on many fronts that will continue on into the next years.



John Craig Eaton
National Chair
Canadian Forces Liaison Council



MESSAGE FROM THE CHIEF OF THE DEFENCE STAFF

Over the past few years, the demand for the Reserve Force has increased dramatically along with Canada's commitment to supporting its international partners. The main role of the Reserve Force has traditionally been to augment the Regular Force in operations in Canada and overseas, and the training of Reservists has, until recently, reflected that role.

We have, however, seen a significant increase in Reserve participation in domestic and international operations and therefore in the importance of the programmes run by the Canadian Forces Liaison Council. We have also seen changes in the training of Reservists to align their capabilities more with that of their Regular Force counterparts.

These two developments have shown that employer and institutional support for the Reserve Force is more important than it has been for many decades.

The *Canada First Defence Strategy*, presented against the backdrop of the current international and national operating environment, emphasized the increasingly important role of the Reserves, with the Reserves taking the lead in meeting national, domestic emergencies. Obviously, these demands can be unexpected, and for unpredictable periods of time, with the result that Reservists may have to be available for service on very short notice.

The requirements placed on the Reserves to support international operations has meant that Reservists may require leave from their civilian careers or educational institutions for long periods, possibly up to eighteen months at a time. In addition, the number of Reservists required is rising steadily, as is evidenced by the fact that up to one quarter of the rotations of personnel deployed to Afghanistan come from the Reserve Force.

At least some of these Reservists will require assistance in obtaining leave for service, or to make adjustments to their academic programmes.

CFLC is the bridge between industry and the Reserves on employer support issues, and between employers and Reservists. The civilian volunteers from the business and educational communities who make up the Council promote the Reserve Force and act as important Force Enablers, significantly increasing the operational capabilities of the Canadian Forces as a whole.

This first Annual Report of the Council highlights some of the most important activities undertaken on behalf of Canada's Reserve Force. Their efforts in securing the support of employers are described in the following pages and I commend them highly for their efforts. They are a key part of the Defence Team.



W.J. Natynczyk
General
Chief of the Defence Staff

FOREWORD

When the Canadian Forces Liaison Council published its first Five-Year Strategic Plan in February 2009, the stage was set for the Council to move ahead with the implementation of its newly defined Strategic Priorities. As the next step in the strategic development of the Council, this Annual Report offers a summary of the activities which were undertaken in fiscal year 2008/09 in support of these priorities.

The predecessor to the Liaison Council was created in 1978 with the express purpose of increasing the support in the Canadian business community for the Reserve Force, by ensuring that Reservists were available for annual training and for deployment in support of Regular Force operations. That work has been carried on by the Council with distinction ever since.

The concept of publishing an Annual Report was conceived with the purpose of having a method of highlighting the Council's activities, and of providing a tool for the Council to use in emphasizing its role on behalf of Canada's Reserve Force, both at home and internationally.

The Report's structure mirrors the Five-Year Strategic Plan, with its definition of the Council's mandate, mission and vision, as well as the three Strategic Priorities that will guide the Council's work over the next five years. The activities described in the following pages highlight the advances the Council has made in terms of employer support. They also set the stage for the plans for the next fiscal year.

In a year marked not only by the publication of the Strategic Plan, but also by an ever-increasing number of employers and educational institutions who support the Reserves, a visit by CFLC Chairs to Afghanistan, the presentation of new public affairs material, the move towards the implementation on a national basis of Job Protection Legislation, and the launch of an improved website, among other activities, it has been a busy year for all of the Council's constituent parts.

This is the first time the Council has had an opportunity to report in such a formal manner. It is hoped that the messages contained below will be of interest to a wide audience, and that they will encourage more Canadians to support our Reserve Force, both at home and abroad.



Dennis C. Tabbernor
Major General
Chief Reserves and Cadets

INTRODUCTION

Our History

The employer support programme in Canada began more than 30 years ago when the 1977 Defence White Paper identified the need to establish a formal programme to obtain voluntary employer support for Reservists. The National Employer Support Committee (NESC) was created the following year. The NESC was renamed the Canadian Forces Liaison Council (CFLC) in November 1992, with a new and much expanded employer support programme that shortly thereafter expanded to include educational institutions.

Today, CFLC is a group of civilian business leaders who volunteer their time and efforts to promote the primary Reserve Force by highlighting the benefits of Reserve Force training and experience to the civilian workplace.

They also support individual Reservists as well as Reserve Units, in matters related to employer support.

The National Chair is a civilian volunteer appointed by the Minister of National Defence and is responsible to him for the fulfillment of CFLC's mandate. He is assisted by a National Vice-Chair, ten Provincial Chairs, one Territorial Chair, and provincial councils for a total of two hundred volunteer senior business executives and educational leaders. The Council is supported by a network of military Field Services personnel deployed across Canada and overall administration is provided by a Secretariat based in Ottawa, operating under the leadership of the Chief Reserves and Cadets.

Mandate, Vision and Mission

The Mandate of the Council is to enhance the availability of Reservists for their military duties by obtaining the support and co-operation of organization leaders in Canada.



The main street of Bazaar-e-Panjwayi, Afghanistan.
– Photo by Cpl ANDREW SAUNDERS, COMBAT CAMERA



Canadian soldiers on offensive operations in Zhari District, Afghanistan.
– Photo by MCpl KARL MCKAY, COMBAT CAMERA

The vision and mission of the Council enable force generation and support Reservists and employers/educators in fostering the best possible relationship to ensure that Reservists are readily available for training and operational commitments.

Our Vision: *All organization leaders in Canada to be actively supportive of Reservists.*

Our Mission: *Educate organization leaders on the Canadian Forces' Reserves and encourage them to support training and operations with minimal impact on the Reservist.*

OUR OPERATING ENVIRONMENT

CFLC's operational activities are based on two key defence tasks (*Provide Force Elements* and *Programme Governance*) as directed by the Vice Chief of the Defence Staff, under whose authority fall the Secretariat and Field Services. Additionally, CFLC's activities contribute directly to the achievement of two of the Vice Chief's strategic objectives, which are to *Generate and Sustain Forces*, and *Contribute to Canadian Government, Society and the International Community*.



The CFLC Provincial Awards ceremony held in Victoria, B.C. – Photo by Cpl DREW DEICS

OUR MANDATED ACTIVITIES AND DELIVERABLES

The Council's mandated programmes are funded through the CFLC Business Plan and are reported on through the Departmental Report on Plans and Priorities and annual Departmental Performance Reports.

The Council's five programmes, namely the ExecuTrek programme, Outreach Programme, Reservist's Assistance Programme, the Reserve Unit Support Programme and the Awards and Recognition Programme, are designed and implemented with the intent of significantly improving employer support for Reservists.

The programmes are measured for success against the level of support obtained each year.

CFLC's mandated deliverables result directly from funded programming. These deliverables are: Statements of Support signed by employers and educational institutions; Military Leave Policies; an increased public understanding of employer support of Reservists; resolution and follow-up of Reservist / employer conflicts; annual training of Reserve Unit Military Leave Representatives; and the successful conduct of provincial, territorial and national awards ceremonies.

OUR STAKEHOLDERS, PARTNERS AND CLIENTS

STAKEHOLDERS

A number of organizations and individuals have an interest or stake in the Council's activities, sharing a common goal of ensuring that Canada's Reservists are available when needed. Such individuals and organizations include: the Minister of National Defence; the Chief and the Vice-Chief of the Defence Staff; the Environmental Chiefs of Staff; the Chief Military Personnel; the Assistant Deputy Minister (Public Affairs); and CFLC's National and Provincial Councils, Field Services and Secretariat.

PARTNERS

Several external organizations facilitate CFLC's service to its clients and help CFLC reach its goals. Most recently, CFLC signed a Memorandum of Understanding with Labour Canada identifying CFLC as the point of contact for Job Protection Legislation for Reservists. In addition, CFLC has partnered with the C.D. Howe Institute, Canada Company, Royal Roads University, Joint Task Force Commanders, and allied partner nations.

CLIENTS

Canada's Reserve Force must be operationally ready and therefore the Council must satisfy a variety of clients through its In-Reach and Outreach programmes.

CFLC serves a number of clients, such as employers, business organizations and federations, educators, educational institutions, Reservists and Reserve Units.



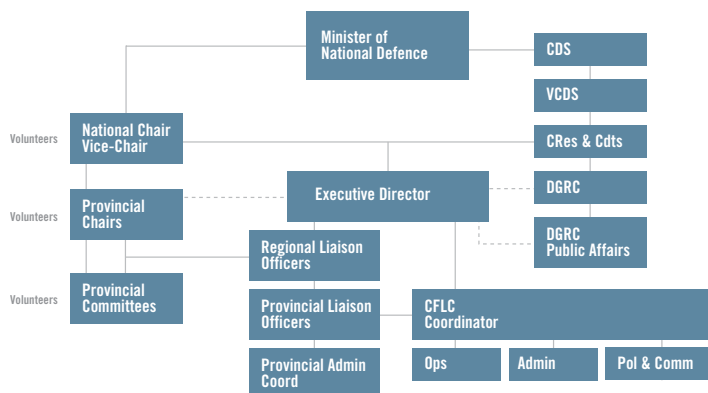
Employers learn about the CH-146 Griffon helicopter during an ExecuTrek to CFB Borden.
– Photo by Pte RYAN WINTON

OUR ORGANIZATION AND GOVERNANCE

CFLC is a group of business leaders led by a Minister-appointed National Chair, supported by a Secretariat headed by a civilian Executive Director reporting to the Chief Reserves and Cadets and to the National Chair. This dual reporting relationship ensures that lines of communication to both the operational leads of the Canadian Forces and the Department of National Defence as well as the political levels of the Department are maintained. The lines of communication of both the volunteer sector and the military organization are shown at Figure 1.

In 2008/09, CFLC embarked on a review of its governance structure, to be completed in 2009/10. In addition, as part of the strengthening of the governance structure, the Council endorsed, in 2008/09, a formal business planning cycle, to bring its activities more in line with that of the Department of National Defence.

FIGURE 1: LINES OF COMMUNICATION



OUR KEY ACCOMPLISHMENTS 2008/09

PROVINCIAL, TERRITORIAL AND FEDERAL JOB PROTECTION LEGISLATION

Job protection legislation acknowledges the vital role of Reservists' service and sacrifice to Canada.

The legislation enacted across Canada over the past few years reflects the Federal and Provincial governments' commitment to ensure Reservists can perform their military duties without jeopardizing their civilian livelihood.

Since the autumn of 2006, nine provinces have passed legislation supporting the granting of military leave and offering job protection for Reservists who request time off to serve. Alberta introduced legislation in February 2009, and the Yukon Government commenced public consultations in January 2009.

In April 2008, the Government of Canada amended the *Canada Labour Code* to offer job protection to Reservists who are employed in federally regulated industries. The Federal legislation also covers Reservists who are attending post-secondary institutions by allowing them to retain their active student status under the Canada Student Loans Program, exempting them from interest accrual and payment obligations whilst on military leave.

A Memorandum of Understanding between the CFLC Secretariat and the Labour Programme, Human Resources and Skills Development was signed in February 2009. It will ensure that each organization understands the other's responsibilities. In essence, it provides the base from which CFLC will be involved with discussions on a number of subjects, to include how best to communicate with Reservists and Reserve Units, and what steps are required in terms of resolving potential and perceived conflicts between Reservists and their employers/educational institutions.

THE CANADIAN FORCES LIAISON COUNCIL STRATEGIC PLAN 2009-2013

The Council's Five-Year Strategic Plan 2009-2013 was launched on February 5, 2009.

The Plan details the Council's mission, vision and mandate, as well as the three strategic priorities that will guide the Council's efforts over the next few years.

These priorities are aligned with and support those of the Government of Canada and the Department of National Defence. The plan will be reviewed annually and updated as required.

Strategic Priority 1: *Develop and enhance relationships with key internal and external stakeholders.*

Strategic Priority 2: *Facilitate the understanding and implementation of Job Protection Legislation*

Strategic Priority 3: *Improve operational excellence.*

CFLC VISIT TO AFGHANISTAN

In January 2009, the National Vice-Chair and four Provincial Chairs travelled to Afghanistan, accompanied by the Executive Director and the Chief of Staff, Land Reserve. The team attended meetings in Germany, the Middle East, Kandahar and Camp Nathan Smith. They met with the senior leadership of the Canadian Task Force and with many Reservists serving in headquarters, front-line units and support units. Discussions, both formal and informal, were held with approximately 300 Reservists.

The strategic importance for CFLC of the visit to the operational theatre is that it gave a renewed operational focus to the Chairs' efforts on behalf of Reservists.

CFLC REORGANIZATION AND APPOINTMENTS

As part of CFLC's year of transition, 2008/09 saw the retirement of the long-serving Executive Director, Mr. Léo Desmarteau, and the appointment of Ms. Valerie Keyes, effective May 12, 2008. Ms. Elisabeth Rybak, Chief Executive Officer of TrustMeSecurity, was appointed Provincial Chair for New Brunswick, and in December 2008, Mr. Kevin McLeod, Director Highways and Marine, Government of the Northwest Territories was appointed as the first Chair for the Northwest Territories.



The CFLC Town Hall held at Kandahar Airfield, Afghanistan. — Photo courtesy CFLC

This year also saw the full national implementation of the Regional Field Services organization, with the selection of Regional Liaison Officers for each of the five regions across the country, and the concomitant strengthening of the Liaison Officer community.

The Secretariat reorganization included the creation of a Policy and Communications section, responsible to develop a policy framework, the production of strategic documents and the co-ordination of materials for presentation to many diverse audiences.

ACCOUNTABILITY FRAMEWORK

In response to the Government requirement to be proactive in the area of accountability, CFLC developed an Accountability Framework, which includes provisions for risk identification and mitigation, proactive disclosure of hospitality and travel expenses, and the foundations of the CFLC performance measurement framework.

ACCOMPLISHMENTS – 2008/09 – THE STRATEGIC PLAN IN ACTION

The results of a busy year, in terms of the Council's activities and accomplishments in 2008/09, are mapped below to the appropriate Strategic Priority.

Strategic Priority 1: Develop and enhance relationships with key internal and external stakeholders

...Through strategic engagement and partnership with:

- The Minister of National Defence and other key Departmental Leaders
- Environmental Chiefs and Operational Commands
- Key Organization Leadership Groups
- External Partners and Supporters

CONFIRMATION OF SUPPORT OF CFLC VISION, MISSION AND MANDATE FROM ALL KEY INTERNAL STAKEHOLDERS

The National Chair and the Executive Director conducted regular meetings with key stakeholders within National Defence and the Canadian Forces, with the intention of confirming CFLC's role as an important Force Enabler ensuring the availability of Reservists to meet the operational requirements of the Canadian Forces.

The National Council met three times during the year, including a session dedicated to Strategic Planning. That session resulted in the production of the Council's Five-Year Strategic Plan.

The warm reception which the Strategic Plan received served as an indicator of the significance to the Reserve Force of the CFLC programmes and activities which emanate from the Plan and from on-going activities.



Master Corporal Anouk Beauvais, a Reservist, on patrol in Afghanistan.
– Photo by Cpl SIMON DUCHESNE, COMBAT CAMERA

IDENTIFICATION OF THE KEY STAKEHOLDERS WITH SCHEDULED TARGETED INTERACTION

As part of the development of CFLC's strategic engagement plans, the Council identified both internal and external stakeholders with whom to work in support of the Reserve Force and Reservists. Separate from stakeholders internal to National Defence and the Canadian Forces, external partners include Labour Canada, Canada Company and foreign Ministries of Defence and their representatives in Ottawa. Meetings were regularly held across Canada, a practice which will continue on into 2009/10.

Our attention was also turned towards our Allies. The National Chair and Executive Director attended the American Freedom Awards in Washington, DC in September 2008 to celebrate supportive employers. The Executive Director met with the Employer Support for the Guards and Reserves organization, to share experiences in employer support.

In March 2009, the National Chair, accompanied by British Columbia's Chair and the Executive Director,



The Executive Director hosted by members of the New Zealand Defence Force.
– Photo courtesy NZDF

attended the International Conference on Employer Support for the Reserves in Sydney, Australia where partner nations gathered to discuss issues with regards to Reservists and employer support.

Topics included the Strategic Value of Reserves, Reserve Service Protection, Financial Support to Employers, Integrated Approaches to Providing Health Services, the Value of Memoranda of Understanding, and Post Operational Support for the Reserves.

APPROVAL OF THE FIVE-YEAR STRATEGIC PLAN AND PREPARATION OF ROLLING UPDATES OVER THE FIVE – YEAR PERIOD

As a **Key Accomplishment**, CFLC published a Strategic Plan covering the period 2009-2013. The three Strategic Priorities contained therein will henceforth provide a basis from which CFLC will be able to conduct its programmes, and measure success as a Force Enabler. As required, the Plan will be adjusted in the years to come, to match changing Government and Departmental priorities.

CONTINUOUS COLLABORATION WITH STAKEHOLDERS IN SUPPORT OF CFLC MANDATE AND MANDATED ACTIVITIES.

The *Bout de Papier*, created in August 2008, is the Executive Director's strategic newsletter. Distributed bi-monthly to CFLC's key stakeholders and partners with the aim of providing strategic-level information on a variety of topics, past editions have touched on topics such as Operation Connection – Connecting with Canadians, strategic Human Resources transformation, and the visit of CFLC Chairs to Afghanistan.

CFLC was represented at four trade shows in 2008 as part of its Outreach Programme, including the National Managers' Conference held in Vancouver; the Annual Conference of the Federation of Canadian Municipalities in Quebec City; the Municipalities of Newfoundland and Labrador 58th Annual Convention and Tradeshow; and the Association of Ontario Municipalities. These occasions and others provided an opportunity for CFLC's leaders to inform stakeholders, partners and clients of the services offered by the Council, as well as on the strategic importance of Canada's Reserve Force.

APPROVAL OF ACTIVITY PLAN BY THE MND

Given the nature of CFLC's activities, most of the Council's funding must be approved for each activity. As these activities become more complex and diverse, the Council is moving towards a new system

whereby CFLC activities will be pre-approved on, at the very least, a quarterly and eventually on an annual basis. This change in funding approval has received wide-spread support across the Department, and stakeholders should see improvements in service delivery early in 2009/10. The strengthening of CFLC's reporting and accountability schemes will simultaneously see results in the coming months and years.

DISTRIBUTION OF ANNUAL REPORT TO ALL INTERNAL AND EXTERNAL STAKEHOLDERS

As the logical next step following the publishing of the Strategic Plan, CFLC has undertaken the production of an Annual Report to the Minister of National Defence, this being the first. The report will be produced in June of each year, providing a public medium whereby the Council's activities can be both seen and measured for success. The next step will be the further development of a Performance Measurement Framework, which will be aligned with the Department's Performance Activity Architecture.

UPDATED AND CURRENT PUBLIC AFFAIRS MATERIAL FOR CFLC

Two new Guides were published in March 2009, replacing earlier versions.

The *Reservists' Guide to Employer Support* provides information about what CFLC does for Reservists and includes instructions on how to access the Council's services. The *Employers' Guide to Supporting Reservists* outlines the value that Reservists bring to a civilian organization, and why they need time off to serve.

The *Alliance* is CFLC's quarterly newsletter. With a circulation of 10,000, it is distributed to those having an interest in CFLC and in supporting Reservists. Articles focus on the activities of CFLC and its achievements, such as information relating to ExecuTreks, Job Protection Legislation, CFLC awards, and testimonials of Reservists and their employers.



Canadian and Afghan soldiers patrol through an opium field in Afghanistan.
— Photo by Cpl SIMON DUCHESNE, COMBAT CAMERA

Strategic Priority 2: Facilitate the understanding and implementation of Job Protection Legislation

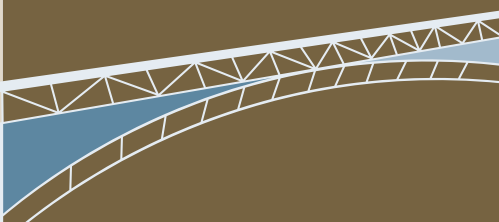
...Through active engagement in:

- Education
- Communication
- Input to regulation development
- Solicitation of input from key business/employer organizations from across Canada on legislation impact in order to influence future initiatives

DEVELOPMENT OF MORE INCLUSIVE POLICIES WITH INPUT FROM EMPLOYERS AND EMPLOYER ORGANIZATIONS

Clearly the issue of implementing a myriad of pieces of legislation relating to Job Protection for Reservists across all jurisdictions is an important task.

Two Town Halls held with a broad cross-section of Reservists deployed in Afghanistan highlighted *inter alia* the lack of understanding of, and the concerns about, the implementation of Job Protection Legislation.



Therefore, CFLC's engagement in the drafting of legislation in several jurisdictions became more critical in 2008/09 than it had previously been. Similarly, while CFLC does not *interpret* the disparate legislative documents, the Council and Secretariat have worked this year with key stakeholders to ensure that Reservists and employers alike understand the implications arising from the legislation. Continued engagement with employers and employer organizations has also added to the greater understanding of the legislation, and the Council's influence may be seen in the increased advocacy for appropriate policies affecting Reservist employment, in a wide variety of organizations.

INPUT TO MINISTERS OF LABOUR ON CHANGES TO CANADIAN AND PROVINCIAL LABOUR CODES

Separate from the Memorandum of Understanding signed between the CFLC and Labour Canada, a **Key Accomplishment** of 2008/09,

CFLC members are engaged with Ministers of Labour at the Provincial level.

CFLC's views and roles were also reflected in the presentation of the Federal Labour Minister at the 2009 Federal/Provincial/Territorial meeting.

REPORT ON RESULTS AND IMPACT OF FEDERAL JOB PROTECTION LEGISLATION PROVIDED TO THE MINISTER OF NATIONAL DEFENCE

The assessment of the Federal Job Protection Legislation was a new initiative for 2008/09, with the Chair of the Senate Committee on National Security and Defence having requested an annual update on the legislation.

The report, to be presented to the Minister of National Defence early in July 2009, highlights the issues encountered since the entry into law of Bill C-40,

including identifying difficulties with obtaining leave from federally-regulated agencies and departments, potential labour relations issues, etc.

ACTION PLAN TO SUPPORT FEDERAL AND PROVINCIAL LEGISLATION, IMPLEMENTED BY SECRETARIAT

As part of the strategic direction issued by the National Council, CFLC developed a matrix of comparison for legislation from all jurisdictions in Canada. An overall action plan, designed to recognize, and propose rationalization of, the differences arising will be the next step in this process.

GOVERNMENTS TO IMPLEMENT INCENTIVE POLICY FOR EMPLOYERS

In response to concerns expressed by employers and employer organizations across Canada, CFLC Chairs began gathering information on the tangible benefits to employers of supporting Reserve deployments. In co-operation with Canada Company and the C.D. Howe Institute, CFLC initiated a more detailed review of options including tax incentives and/or cash payments. This complex subject will continue to be of considerable interest in 2009/10.

THE APPOINTMENT OF A PROVINCIAL INTERFACE BETWEEN THE MILITARY AND EACH PROVINCE

At the request of the Minister of National Defence, the Council has been active in engaging Provincial governments, and encouraging the appointment of a Minister or Member to represent military interests in the provinces. To date, such appointments have been made in Nova Scotia, Manitoba, Saskatchewan and British Columbia. CFLC will continue to advocate for appointments in the other provinces in 2009/10.

CONDUCT A COMPREHENSIVE REVIEW OF INTERNATIONAL LEGISLATION

As part of the preparations for the 2009 International Conference on Employer Support for Reservists, held in Sydney, Australia March 23-26, 2009,

CFLC embarked on a comprehensive review of the job protection legislation passed to date by our key partner nations.

While significant differences emerged in the application of some legislation, it is clear that we share the same overall concerns for the availability and welfare of Reservists. Through the mechanism of a legislative review, to continue through 2009/10, CFLC will be better positioned to advise the Department on possible options for service delivery, communications and employer support.

Strategic Priority 3: Implement operational excellence

...for all CFLC operations:

ADOPTION OF EFFECTIVE TECHNOLOGY SOLUTIONS INCLUDING THE ESTABLISHMENT OF A NATIONAL DATABASE

Efforts to update the existing databases of supportive employers included a preliminary review of current data, revealing significant gaps and resulting in the development of proposals concerning the capabilities of the master database, controls on access and the management of proprietary information.

In 2009/10, CFLC's six databases will be combined onto a web-based platform which all CFLC military staff and civilian volunteers can access,

to provide a mechanism whereby Provincial and Territorial Chairs can take a proactive role in continuing to contact employers on a regular basis.

STREAMLINED FUNDING AND APPROVAL PROCESSES, INCLUDING PROGRAM FUNDING ACHIEVED

In 2008/09, CFLC developed proposals to streamline funding and approval processes. The immediate result will be that the Chairs and the Secretariat will have greater flexibility in the management of funds, and in mounting the appropriate activities to meet the CFLC mandate. A strengthening of the administrative, financial and accountability practices of the Council has been a direct result this fiscal year.

REINVIGORATED EXECUTREKS BY ENTERTAINING "LIFE EXPERIENCES" FOR PARTICIPANTS WITH ENTHUSIASTIC SUPPORT AND LEADING QUALITY EVENTS NATIONWIDE

The ExecuTrek programme gives employers, educational institutions, supervisors, and human resources professionals a first-hand view of the quality of military training and the benefits that Reservists gain from that training – trade skills, leadership and management skills, values, work ethics and much more.

In 2008/09, CFLC conducted 19 ExecuTreks, hosting 497 civilian guests.

Approximately 390 guests signed Statements of Support for the Reserve Force; 335 stated they would adopt Military Leave Policies in their organization, and 280 stated they would voluntarily grant leave.

EFFECTIVE PLANNING OF RESOURCES TO INCLUDE ALL REGIONS AND RESOURCES TO REFLECT DEPLOYMENT SCHEDULES

One clear step required this year was the closer aligning of CFLC plans with the rotation of troops to Afghanistan, so as to ensure that employers had a better opportunity to see their Reservist employees in pre-deployment training.

The promotion of 'national' ExecuTreks, where employers from more than one province can participate in a major event with a reasonable expenditure of CFLC funding, is an important step in ensuring that CFLC meets its mandate of securing employer support.



COMPLIANCE OF CFLC GOVERNANCE WITH COUNCIL BY-LAWS

As a result of the Strategic Review of CFLC and its activities undertaken by the Council in 2008/09, a review of the Council's By-laws was initiated in February 2009. The By-laws refer to the organizational structure, reporting relationships and authorities and responsibilities of each of the Council's constituent parts. The Minister will be asked, by mid 2009, to approve the revised By-Laws, after which the Secretariat will undertake a comprehensive review of all Council Standard Operating Procedures.

REGIONAL FIELD SERVICES STRUCTURE IMPLEMENTED

A major milestone in 2008/09 was the implementation on a national basis of the Regional Field Services, the military arm of the Council, to assist the Provincial Chairs in organizing employer support events as well as assisting the military Chain of Command on issues of support to Reserve Units and individual Reservists. Regional Liaison Officers and Liaison Officers are appointed across the country by the Chief Reserves and Cadets for terms of three years, and are guided by newly revised Terms of Reference.

ALIGNMENT OF FEDERAL AND PROVINCIAL/TERRITORIAL ACTIVITY PLANS

In order for CFLC to meet its goals in terms of securing employer support, and of supporting Reservists and Reserve Units, all levels of the Council develop activity

plans which are then costed and funded centrally. It is becoming increasingly important that Provincial and Territorial plans are designed strategically, with significant input from the supporting military organizations. Through the mechanisms of the Strategic Plan, the strengthened Field Services and improved visibility with the senior leadership of the Department of National Defence and the Canadian Forces, as well as the newly introduced Accountability Framework, the Council is now better positioned to access the required military training and support. The formal acceptance of the Business Planning process will also continue to improve the alignment of Federal and Provincial/Territorial Activity Plans.

DEVELOPMENT OF EFFECTIVE MEASUREMENTS TO ENSURE THE MAINTENANCE OF AN EFFECTIVE AND RESPONSIVE COUNCIL

The key measurable deliverables of CFLC's mandated programmes are Statements of Support and Military Leave Policies.

During 2008/09, members of the Council initiated work on developing a system of metrics whereby CFLC's successes could be measured against the Strategic Priorities. This work will be continued in 2009/10, when a complete Balanced Scorecard will be incorporated into that of the Vice Chief of the Defence Staff.

THE FUTURE – CHALLENGES FOR 2009/10

The steps taken in 2008/09 have set in motion more changes and activities for 2009/10. The year 2010 will be a particularly challenging one for the Canadian Forces who, in addition to the continued participation in the mission in Afghanistan and other, smaller missions around the world, have been called upon to support civil authorities during the 2010 Vancouver Olympic and Paralympic Games and the G8/G20 Summits. It is therefore clear that

the availability of Reservists is critical to the fulfilment of the mission and mandate of the Canadian Forces, both at home and abroad.

CFLC will not be immune to the challenges facing the Canadian Forces, and the Council will be required to evolve to meet the changes and developments. Included in the action plan for the next year will be the modernization of the ExecuTrek programme. An increasing

emphasis from 2009 onwards will be placed on national ExecuTreks whereby employers from all across Canada will be able to see major exercises including those conducted by members of the Canadian Forces preparing for international deployments. Through its programmes, the Council will seek a substantial increase in the number of supportive employers across Canada. Employer recognition, through the National Awards Ceremony to be held in Ottawa in June, 2009 will be a **Key Accomplishment** in 2009/10.

The Council will also continue to facilitate the implementation of Job Protection Legislation, whilst partnering with key players in Canada and abroad. Improving the financial, administrative and internal and external reporting structures will also be important steps.



Naval Reservists hone skills for the upcoming Olympic Games in Vancouver.
– Photo by Cpl RODERICK HOPP



Soldiers board a Canadian CH-147 Chinook helicopter at Kandahar Airfield, Afghanistan.
– Photo by Capt STEVE HAWKEN

ANNEX A

John Craig Eaton, KStJ, O. Ont, D.Com

National Chair, Canadian Forces Liaison Council
Chairman of the Board, Eaton's of Canada

As a well recognized philanthropist, John Craig Eaton is best known for his personal commitment to any organization with which he is involved.

In 1986 Mr. Eaton was appointed Ontario Co-Chairman of the National Employer Support Committee. In 1989 he was appointed National Chair of the Canadian Forces Liaison Council and continues to direct its growth and development as an outstanding model for employer support for the Reserves. Mr. Eaton has managed to attract many of Canada's most prominent citizens to donate their time and energy towards volunteering with CFLC and the support of the Reserves. In 2003, Mr. Eaton was the first Chair of the International Conference on Employer Support for the Reserves.

Mr. Eaton's work with the Reserve Force as Honorary Colonel of 400 Squadron (City of Toronto) and Negaune (Honorary Lieutenant Colonel) 3rd Canadian Ranger Patrol Group has helped him to understand the vital role Reservists play in Canada's military and the breadth of skills they bring to civilian employers. In recognition of his volunteer service to the Canadian Forces, he received the Canadian Forces Medallion for Distinguished Service and the Queen's Golden Jubilee Award.

Mr. Eaton is noted for his extensive and active community involvement. He holds a range of directorships including Board of Trustees, Timothy Eaton Memorial Church; Founding Honorary Chair, Hearing Foundation of Canada; Member of the Institute of Child Study's Advisory Board; Honorary Trustee, Upper Canada College Foundation; Honorary Director, Ducks Unlimited Canada; and Trustee of the John C. and Sally Horsfall Eaton Foundation.





Miller H. Ayre, C.M., M.B.A., LL.D

National Vice-Chair, Canadian Forces Liaison Council

Miller Ayre is Publisher Emeritus of The Telegram in St. John's, President of Mansbord Incorporated and a Director of Other Ocean Interactive Inc. He was appointed National Vice Chair of the Canadian Forces Liaison Council in 2007, and is a Director of the Royal Newfoundland Regiment's Advisory Council, The Canadian Deafness Research and Training Institute and The Quebec-Labrador Foundation.

He is former Chair of the Canadian Chamber of Commerce, the Retail Council of Canada, the Newfoundland Medicare Commission, The Advisory Board of Memorial's School of Business and Vice-Chairman of The National Theatre School of Canada. He was a National Director of the Canadian Cancer Society, the Economic Council of Canada and Provincial Chairman of the Task Force on Canadian Unity. He has served as a Director of a number of TSX listed public companies including Aliant and ResourceCan Limited.

He holds an Honours degree in Economics from Harvard University and an M.B.A. from McGill. He is a member of the Order of Canada and recipient of an Honorary Doctor of Laws from Memorial University.

Major-General Dennis C. Tabbernor, OMM, CD

Chief Reserves and Cadets

Major-General Dennis C. Tabbernor, OMM, CD was promoted to his current rank and appointed Chief Reserves and Cadets in May 2008. He enlisted in The Royal Winnipeg Rifles in 1967 serving as a Rifleman, Corporal, Senior Corporal, Second Lieutenant and Lieutenant, transferring to the Regular Force in May 1972. On completion of Infantry Officer training he was posted to Third Battalion, The Royal Canadian Regiment as a Platoon Commander. Subsequent Regimental employment included Platoon Commander and Company Second-in-Command, The Canadian Airborne Regiment; Company Second-in Command, Third Battalion, The Royal Canadian Regiment; Company Commander, First Battalion, The Royal Canadian Regiment; and Commanding Officer of the Lake Superior Scottish Regiment.

Returning to Winnipeg in June 1993, he transferred to the Reserves, employed as Senior Staff Officer Administration, then Senior Staff Officer Training at Manitoba-Lakehead District Headquarters. In November 1994, he assumed command of his original Regiment, The Royal Winnipeg Rifles. A year later, promoted to Colonel, he was appointed Commander, Manitoba-Lakehead District and subsequently Commander 38 Canadian Brigade Group on formation. In July 1999, he was appointed Assistant Chief of Staff Land Force Western Area and in March 2000, Assistant Chief of Staff Operations, Headquarters Multi-National Division (South West) - Stabilization Force (SFOR) Bosnia Herzegovina. Promoted to Brigadier-General in September 2000, he was appointed Deputy Commander Land Force Western Area. He was appointed Commander Canadian Joint Task Force South West Asia in April 2003 and Director General Land Reserve in November 2003. In April 2007 he was assigned to Combined Security Transition Command Afghanistan as Deputy Commanding General – Afghan National Army Development.

Major-General Tabbernor is a graduate of the Canadian Forces Staff School, the Canadian Land Force Command and Staff College and the Canadian Forces College (CSC, AMSC and NSSC). He is married to Christine and they have two children – John and Elizabeth.





Valerie A.R. Keyes, CD, MA

Executive Director, Canadian Forces Liaison Council

Valerie Keyes was appointed Executive Director in May 2008. She had previously served as General Manager, Policy Co-ordination and Communications at the Canadian Forces Housing Agency, and Deputy Director, Western Hemisphere Policy (Latin America and Caribbean Relations), Department of National Defence. Earlier positions included Team Leader for the Policy Group Resource Review, Special Advisor (Defence) to the Associate Deputy Minister of National Defence, and Deputy Director, Mineral and Metal Policy Branch at Natural Resources Canada.

Born in Toronto and educated at St Clement's School, Toronto, and the Königin Luise Stiftung in Berlin, Germany, she received her Honours Bachelor of Arts degree from Trinity College, University of Toronto before graduating from the War Studies programme at the Royal Military College of Canada with a Master of Arts in 1980, being both the first woman and the first Reservist to do so.

Valerie joined the Canadian Forces Communications Reserves in 1975, and was commissioned as a Communications and Electrical Engineering Officer in 1976. She served in both part- and full-time positions, including Deputy Commanding Officer of the Communication Squadrons in Baden-Soellingen, Germany and in Edmonton, Alberta, and as Staff Officer Operations and Training at Command Headquarters in Ottawa.

Upon leaving full-time military service in 1987, Valerie joined the Public Service as an Emergency Planning Officer at Public Works Canada, transferring to the Department of National Defence in 1990, as a Cabinet Liaison Officer. She then served as the Defence Policy Advisor in the Foreign and Defence Policy Secretariat of the Privy Council Office, from 1993 to 1995. From 1995 to 1997, she was the Special Adviser to the Adjutant General of the British Army on matters relating to peacekeeping policies and doctrine, as well as ethos and leadership. She rejoined the Policy Group of the Department of National Defence, responsible for humanitarian assistance operations and United Nations peacekeeping in the Middle East and Europe.

Valerie was elected as the first woman President of the Royal Military Colleges Club of Canada in September, 1998 and later served as Treasurer of the RMC Foundation. She is a member of the Atlantic Council of Canada, the National Trust, English Heritage and the Prayer Book Society of Canada, and is a past President of the Canadian Centennial Choir in Ottawa. Valerie lives in Ottawa with her husband, Commander Keith Keyes, and their two sons, Tristan and Alastair.

ANNEX B

National Council Membership

NAME	CFLC POSITION	TITLE	COMPANY
Mr. John C. Eaton, KStJ, O. Ont, D.Com	National Chair	Chairman of the Board	Eaton's of Canada
Mr. Miller H. Ayre, CM	National Vice Chair	Publisher Emeritus	St. John's Telegram
MGen Dennis C. Tabbornor, OMM, CD	Chief Reserves and Cadets	Chief Reserves and Cadets	Canadian Forces
Commodore J.G.V. Tremblay, CD	Director General Reserves and Cadets	Director General Reserves and Cadets	Canadian Forces
Ms Valerie Keyes	Executive Director	Executive Director	Canadian Forces Liaison Council
Mr. C. Scott Shepherd	British Columbia Chair	Founder / Chief Executive Officer	NORTHSTAR Trade Finance Inc.
Mr. Gary Agnew, CMC, CHRP	Alberta Chair	Partner	Cenera Inc.
Mrs. Vaughn Schofield	Saskatchewan Chair	President / CEO	Western Limited, Group of Companies
Mr. Bob Vandewater	Manitoba and Northwest Ontario Chair	Vice-President	CIBC Wood Gundy
Mrs. Sonja Bata, OC	Ontario Chair	Director	Bata Limited
M. Jean Fournier, CM, C.Q., Ad.E.	Quebec Chair	Président du Conseil d'administration	Comité des Fêtes du 375 ^e Trois-Rivières
Ms. Elisabeth Rybak	New Brunswick Chair	Co-founder	TrustMeSecurity
Mr. George Cooper, CM, CD, QC	Nova Scotia Chair	Board Chair	McInnes Cooper
Mr. Robert (Bob) Bateman	Prince Edward Island Chair	Owner / President	Prince Edward Air Ltd.
Mr. Bill Mahoney, OMM, CD	Newfoundland and Labrador Chair	President / Chief Executive Officer	Regal Realty Limited
Mr. Kevin McLeod, CD	Northwest Territories Chair	Director of Highways and Marine	Department of Transportation, Government of the Northwest Territories
Mr. Dale Hedges, CMA, CMD, FCMA	Strategic Consultant	Chair	Western Management Consultants

Secretariat Contact Information

Mailing address:

Executive Director
Canadian Forces Liaison Council
National Defence Headquarters
Major-General George R. Pearkes Building
101 Colonel By Drive
Ottawa, Ontario, K1A 0K2

Street address:

Capital Square Building
222 Queen St, 8th floor
Ottawa, Ontario

Telephone Toll-Free: 1-800-567-9908 / Ottawa area 613-995-8700

TTY/TDD: 1-800-467-9877

Fax: 613-996-1618

e-mail: cflc@forces.gc.ca

Website address: www.cflc-clfc.forces.gc.ca

Executive Director – Ms. Valerie Keyes

Valerie.Keyes@forces.gc.ca

613-996-3691

Coordinator – Lieutenant-Colonel Heather Thorne-Albright, CD

Heather.Thorne-Albright@forces.gc.ca

613-995-7715

Operations and Planning Officer – Lieutenant-Commander Heather Gerrior

Heather.Gerrior@forces.gc.ca

613-992-3284

Administration Officer – Lieutenant-Commander Derek Merlo, CD

Derek.Merlo@forces.gc.ca

613-995-6232

Policy and Communications Officer – Major Kim Saunders, CD

Kim.Saunders@forces.gc.ca

613-996-9410