



National
Defence

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ANNUAL REPORT ²⁰⁰⁹/₂₀₁₀

OF THE CANADIAN FORCES LIAISON COUNCIL

Meeting Evolving Challenges

PROMOTING THE VALUE OF RESERVISTS



Canadian Forces Liaison Council
www.cflc.forces.gc.ca

Canada 

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MESSAGE FROM THE NATIONAL CHAIR

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This past year has been one of progress and challenges for the Canadian Forces Liaison Council as we worked to increase the awareness of Canada's Reserve Force and to improve the ability of Reservists to obtain time off from their civilian workplaces or academic programs without detriment to their civilian careers.

Our Strategic Plan has been in place for a year now, and we have used the Priorities enunciated in the Plan to guide our efforts for the second of the five years laid out in it. In June 2009, our first Annual Report to the Minister of National Defence was called *Putting the Strategic Priorities to Work*, and again this year we have followed through on that promise to use these Priorities against which to measure our successes. This second report highlights our activities and successes in 2009/10.

The year 2009/10 saw two more jurisdictions pass job protection legislation for Reservists, thereby strengthening the legislative framework on which employer support for the Reserve Force is being built. We have also brought new employers and educational institutions into our sphere, by reaching out to them with new programs and new informational products.

A highlight of the year was the culmination of the two year cycle of the Awards and Recognition Program. Eighteen outstandingly supportive employers and representatives of educational institutions came together in Ottawa in June 2009 to be celebrated for their efforts and sacrifices in supporting their Reservist employees and student Reservists. We congratulate and thank them, and will continue to applaud and support them.

We were pleased to be able to make significant advances in our technological support, with the development of a new National Employer Information System that will prove a most useful tool in working more efficiently and effectively in the years to come.

This was a year that saw increased partnering between CFLC and other key federal government departments, provincial and territorial governments, the private sector and internationally.

In addition, significant progress was made in improving the partnership between CFLC and other groups within the Canadian Forces and the Department of National Defence, with the result that even the limited opportunities of this year could be turned to our advantage.

There is no doubt but that 2009/10 was a challenging year, as CFLC along with the Canadian Forces and the rest of the Department of National Defence faced financial pressures not seen for over a decade. CFLC will continue to meet these challenges as we move ahead in an ever-changing and evolving strategic environment.



John Craig Eaton
National Chair
Canadian Forces Liaison Council

MESSAGE FROM THE VICE CHIEF OF THE DEFENCE STAFF

Reservists play an increasingly important role and are integral to the activities of the Canadian Forces. Unprecedented numbers of Reservists are currently serving full-time alongside their Regular Force counterparts. Reservists are serving on almost every overseas mission of the Canadian Forces, with significant numbers from all Reserve components currently in Afghanistan. Reservists are also very much in demand to support domestic operations, forming fully a quarter of the Canadian Forces security mission to the Vancouver 2010 Winter Olympic Games. For the most part, they are indistinguishable from their Regular Force colleagues.

However, serving in Canada's Reserve Force presents unique challenges, as Reservists must balance their part-time military activities with their full-time civilian careers or academic studies.

Reserve service in Canada is voluntary except in extraordinary circumstances. By extension, it must be emphasized that employer support for Reservists is, in many respects, just as voluntary. In an era where we see outstanding support generally from the Canadian populace, it is clearly in the area of the support of employers and educational institutions where the needs of the Reserve Force diverge from those of the Regular Force.

We are asking Reservists to spend increasingly longer periods of time away from both their home and their civilian employment, for missions in Canada and overseas.

More and more, we ask them to participate in lengthier periods of military training to ensure they maintain their qualifications as well as an ability to advance in their military careers.

The Canadian Forces Liaison Council has again been active this year in furthering the efforts to garner more support from employers across Canada. While the Canadian Forces rely by and large on the goodwill of supportive employers and educational institutions, there are times when Reservists will require assistance in obtaining a leave of absence to permit them to volunteer to deploy on a mission or to undergo military training. This is where the Council's efforts in promoting the Reserve Force and building bridges between the Reserves, the Canadian business community and individual Reservists come into play. CFLC can thus act as an important Force Enabler, contributing to the operational capabilities of the Canadian Forces.

The Council's second Annual Report highlights these efforts and the activities for the year 2009/10, reflecting both the challenges and successes of the year. The Key Accomplishments and other results obtained this year all contribute to the successful employment of Reservists. We look forward to more in the coming year.



J.A.D. Rouleau
Vice-Admiral
Vice Chief of the Defence Staff



FOREWORD

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The strategic and operating environment in which the Canadian Forces Liaison Council worked this past year has continued to evolve. We have seen changes in how Reservists are deployed and employed, and how those changes impact the requirement for continued support from employers and educational institutions. Those changes will no doubt continue for the foreseeable future.

This year's Annual Report presents a review of the advances that CFLC made in Fiscal Year 2009/10, as the Council responded to new direction, an evolving strategic environment, financial uncertainties and other circumstances beyond its control.

This year CFLC continued implementing the *Five-Year Strategic Plan* that was published in February 2009, and focussed its efforts on the three Strategic Priorities laid out in the Plan. The Council also continued to assist in the implementation of job protection legislation across the country and began the process of governance renewal and program revitalization.

Responding to the requirements of the Department of National Defence and the Government of Canada, CFLC's *Accountability Framework*, issued in May 2009, provides a firm financial footing upon which the Council can more effectively and efficiently

conduct its operations. Included in the framework is a risk identification and mitigation strategy, and methods by which the expenditure of funds can be reviewed and reported.

The continued development of high quality, informed publications and continuous outreach has resulted in an elevated profile for CFLC, in the wider business community, within the Canadian Forces and the Department of National Defence, and across governments in Canada and amongst our key Allies.

The steps taken this year and reported on here will be used to improve program delivery in the future, and will no doubt assist in garnering ever more support for the Reservists who are most in need of the Council's services.

The spread of the knowledge of CFLC's program, delivered in a more efficient and cost-effective manner, has helped advance the cause of employer support for Reservists.



Dennis C. Tabbernor
Major General
Chief Reserves and Cadets

INTRODUCTION

The Canadian Forces Liaison Council (CFLC) is recognized as an important Force Enabler, working to assist military commanders maintain required levels of Reservist employment and training standards. The Council's activities are guided by the *Five-Year Strategic Plan 2009-2013* published in February 2009, as well as by the reporting and accountability requirements of the Government of Canada and the Department of National Defence.

Canada's employer support program began more than 30 years ago. Today, the program is run by CFLC, a group of more than two hundred Canada-wide senior business executives and educational leaders, a full-time Secretariat and a national network of Reserve officers. The civilians 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 and is responsible for the fulfilment of CFLC's mandate. He is assisted by a National Vice-Chair, ten Provincial Chairs, one Territorial Chair, and provincial and territorial councils. The military Field Services located across Canada and the Ottawa-based Secretariat operate under the leadership of the Chief Reserves and Cadets, upon the direction of the Vice Chief of the Defence Staff.

The Council encourages civilian employers and educational institutions to grant Reservists time off on a voluntary basis, without penalty, to allow them to participate in their military activities, duties and training.

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 cooperation of organization leaders in Canada.

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.

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

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



THE OPERATING ENVIRONMENT – CFLC'S STRATEGIC POSITIONING

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CFLC is situated within the Chief Reserves and Cadets Division of the Vice Chief of the Defence Staff Group of the Department of National Defence. CFLC is funded by the Vice Chief of the Defence Staff, recognizing the Council's operational role as a Force Enabler, stabilizing the Council's financial footing, and aligning the Council's activities with the Department of National Defence and the Government of Canada planning cycles.

CFLC's operational activities are based on two key defence tasks (*Provide Force Elements* and *Program Governance*) as directed by the Vice Chief of the Defence Staff. 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 BUSINESS PLAN AND FINANCIAL PLANNING ENVIRONMENT

The financing of all CFLC activities, for which funds are solicited on an annual basis through the Business Planning Cycle, is in accordance with the direction of the *Financial Administration Act*, the *Federal Accountability Act* and the *Financial Administration Manual of the Department of National Defence*. Operations funding for the delivery of CFLC programming for Fiscal Year 2009/10 was \$1,107,885, which included \$213,000 in authorized over-programming. The funding of CFLC activities is a combination of hospitality, extraordinary hospitality and operational costs, plus Class A pay for the Field Services staff. Overhead costs include salaries for civilian and permanent military staff and office and administrative costs not covered by operational budgets. Some of these funds are included in, and reported on, through the Divisional budgets of the Chief Reserves and Cadets and the Director General Reserves and Cadets.

Surpluses were generated throughout the past year mostly through the cancellation of CFLC events due to the challenging fiscal situation seen across all the Operational Commands. Where possible, these surpluses were redirected as part of regular in-year adjustments mostly in the third and fourth quarters of the fiscal year on the advice of the CFLC Finance Committee, to other priorities, including bringing forward into this fiscal year the publication of the new military leave policy writing guide and the acquisition of required promotional items. Four quarterly omnibus hospitality approval requests were submitted to the Minister of National Defence, of which approximately \$606,000 was approved, including the operating costs for 73 events.



Main Lines	Fiscal Year 2008/09	Fiscal Year 2009/10
Outreach, Inreach and Activities directed towards Employers and Educational Institutions	\$326,356	\$281,108
Council and Field Services Support	\$211,233	\$112,826
Public Affairs	\$79,967	\$137,312
Personnel and Office Administration Costs		
Field Services	\$447,363	\$316,375
Overhead	\$1,021,104	\$1,138,130
Total Costs	\$2,086,023	\$1,985,751

MANDATED ACTIVITIES AND DELIVERABLES

The Council's mandated programs 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 programs are designed and implemented with the intent of significantly improving employer support for Reservists.

CFLC's mandated activities can be broken down into two main themes – Inreach and Outreach. Inreach activities are focussed directly on Reservists and support to Reserve units through the Reservist's Assistance Program (RAP) and the Reserve Unit Support Program (RUSP). Outreach includes programs aimed at employers, with a view of seeking employer support for

Reservists, through direct and indirect contact and support. Outreach programs are: ExecuTrek, the Awards and Recognition Program and public relations activities.

OUTREACH ACTIVITIES

ExecuTrek Program

The ExecuTrek program gives employers and representatives of educational institutions a first-hand view of the quality of military training and the benefits that Reservists gain from that training. Through the ExecuTrek program, CFLC solicits Statements of Support for the Reserve Force and Reservists, as well as encouraging employers to voluntarily adopt robust Military Leave Policies. In 2009/10,



the ExecuTrek program was adapted to include “ExecuTalks” which are conducted at a lower cost and often in conjunction with events previously scheduled by business organizations.

Awards and Recognition Program

The Awards and Recognition Program formally recognizes those employers and educational institutions that have supported their Reservist employee and student Reservists. Awards are presented in a two-year cycle at the Provincial, Territorial and National levels.

Public Relations

CFLC conducts various public relations activities to increase awareness and inform employers, educational institutions and members of the public of the value of military training to the civilian workplace. Products and activities include participation at trade shows and conferences; publishing high-quality informative materials, brochures, posters and magazine articles; and responding to and seeking out appropriate speaking opportunities.

INREACH PROGRAMS

Reservist’s Assistance Program

The Reservist’s Assistance Program (RAP) helps prevent conflicts between Reservists

and employers, and assists in resolution when necessary. The RAP provides direct assistance to a Reservist when help is needed to find common ground between the Reservist and the employer or educational institution. The aim of the program is to seek a successful resolution that benefits both parties.

Reserve Unit Support Program

Through the Reserve Unit Support Program (RUSP), CFLC provides Reservists and their Commanding Officers with the resources to help them gain the support of local employers and educational institutions.

CFLC’S DELIVERABLES

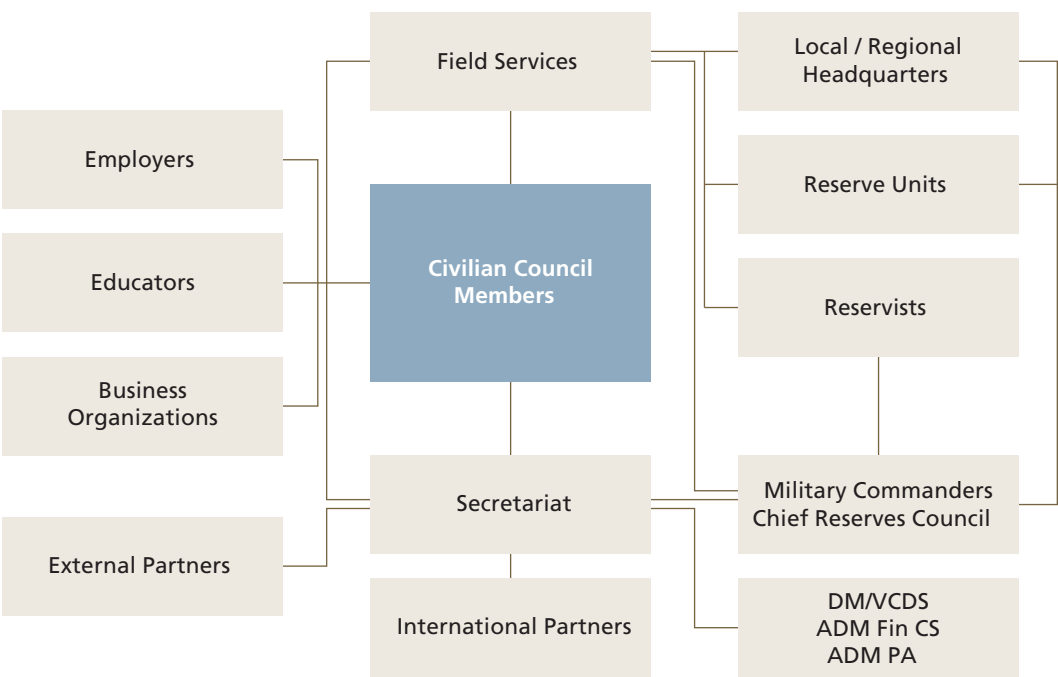
Through the delivery of both the mandated Outreach and Inreach programming, CFLC has identified a number of measurable deliverables which will be included in the Council’s performance measurement report. At the present time these are: Statements of Support signed by employers and educational institutions; 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, according to a programmed biennial schedule.

ORGANIZATION AND INTERACTION

In fulfilment of its mandate, CFLC interacts with many organizations and individuals outside the Canadian Forces and the Department of National Defence, as well as with internal audiences. For the most part, the civilian volunteers work with businesses, labour organizations and educational institutions, in order to garner employer support for Reservists. The Executive Director is a member of the Chief Reserves Council, and interacts regularly with the senior Reserve Advisors and the senior civilian and

military leadership of the Department and the Canadian Forces to ensure that military commanders are aware of the special circumstances surrounding the employer support requirements that are unique to Reservists. All members of CFLC work with the more than 300 Reserve units across the country. The Executive Director is also responsible for maintaining good working relationships with international partners so as to assist in finding common solutions to common problems.

STRATEGIC PLAN IMPLEMENTATION LINES





KEY ACCOMPLISHMENTS 2009/10

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MEASURING OUR SUCCESSES

Reflective of the current climate of reporting accountability and the need to demonstrate success, CFLC has, through the production of an annual report, and by taking advantage of other internal and external reporting mechanisms, moved ahead in measuring the successes achieved during the year.

Four **Key Accomplishments** have been highlighted, and details on other activities are reported below. These reports will, in Fiscal Year 2010/11, be translated into a more formal performance measurement system.

The accomplishments of the past fiscal year are significant, and have enabled CFLC to look to the future with greater confidence, taking into consideration the development of new tools and a higher profile as well as a recently launched program of renewal and modernization.

NATIONAL AWARDS FOR SUPPORTIVE EMPLOYERS

The Canadian Forces depends on employer support to assist Reservists in getting time off to serve. To recognize the importance of employers' contributions and the sacrifices they accept in managing businesses, often without key employees, CFLC conducts an effective Awards and Recognition Program on behalf of the Canadian Forces and the Department of National Defence. This program strengthens the positive relationships between Reservists and their employers and celebrates employers' contributions and supportive efforts while recognizing the sacrifices they make in order to support their Reservist employees and student Reservists.

On June 5, 2009, CFLC celebrated eighteen supportive employers and educational institutions at its biennial National Employer Support Awards Dinner, held at the Canadian War Museum in Ottawa. Awards were presented to the most supportive employer from each province, and to organizations who demonstrated overwhelming support to student Reservists and Reservist employees who volunteered for domestic and international operations.

NATIONAL AWARD WINNERS IN 2009 WERE:

Most Supportive Employer in Canada:
General Dynamics Canada Ltd

Support to Canadian Forces Operations –
International: Windsor Police Service

Support to Canadian Forces Operations –
Domestic: The York Regional Police

Support to Student Reservists: L'Université
du Québec a Trois-Rivières

DEVELOPMENT OF A NATIONAL EMPLOYER INFORMATION SYSTEM (NEIS) DATABASE

In response to a requirement to update the existing six, out-of-date data registration systems managed by CFLC, the new web-based database, called the National Employer Information System (NEIS), is designed to provide real-time access to employer data as well as CFLC events and event planning. The database consists of five modules: *Organization* which contains the complete database of employers; *Contact Information* for all registered organizations; *Statements of Support*; *Events* which enables all CFLC personnel to view, nominate and invite



employers to CFLC events; and *Reports*. The first three modules will be available early in Fiscal Year 2010/11, with the remaining two modules to be implemented in the summer of 2010. The NEIS will provide an invaluable tool for all members of CFLC by enhancing the ability to take a proactive role in contacting employers on a regular basis and to conduct follow-up.

PARTNERING WITH THE LABOUR PROGRAM, HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA (HRSDC)

In 2009, the Council's Secretariat signed a Memorandum of Understanding (MOU) with the Labour Program at HRSDC. A formal working group, which meets quarterly, was established in 2009/10 and is co-chaired by the CFLC Executive Director and the Senior Director Labour Standards and Workplace Equity at Labour Program.

The objective of the working group is to ensure that both sides have a good understanding of each other's responsibilities with respect to the implementation of Federal Job Protection Legislation (Bill C-40) enacted in April 2008.

CFLC and the Labour Program work in concert to develop policies, procedures, legislative initiatives and guidelines related to Reservist Leave. Together, they address issues that affect Reservists in their civilian careers and educational programs.

The focus of the working group and the continual partnership with Labour Program

has built on informal approaches to conflict resolution and ensures that issues are dealt with expeditiously. Information sharing and the establishment of steps to obviate the need to approach Federal or Provincial Labour Tribunals will reap benefits for Reservists employed in federally regulated industries and for their employers. Of note, the alignment between the Council's Reservist's Assistance Program (RAP) and the Labour Canada Tribunal process has afforded an extension of deadlines for any appeals.

IMPROVED FINANCIAL APPROVAL PROCESS AND FINANCIAL ACCOUNTABILITY

Based on the *Accountability Framework* with its strengthened administrative, financial and accountability practices published in May 2009, formal internal policies were developed for the approval and processing of military, volunteer, and guests' travel, as well as standardization of hospitality approvals for all CFLC programs.

This year we successfully adopted an activity plan and approval process whereby CFLC events requiring hospitality expenditures are pre-approved on a quarterly basis, with voluntary disclosure of hospitality and travel expenses. Building on the *Accountability Framework*, the Council will develop a performance measurement framework containing additional, detailed performance metrics. CFLC now reports quarterly on hospitality expenditures to the Vice Chief of the Defence Staff and the Assistant Deputy Minister (Finance and Corporate Services).

ACCOMPLISHMENTS – 2009/10 – YEAR 2 OF THE STRATEGIC PLAN

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CFLC's 2009/10 activities and accomplishments are aligned with the three strategic priorities, as identified in the *Five-Year Strategic Plan, 2009 – 2013*.

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

NATIONAL COUNCIL MEETINGS

This fiscal year, CFLC held two National Council meetings, in Ottawa in June 2009 and Quebec City in October 2009. These meetings afforded an opportunity to share information on activities, budgets, the financial and strategic context of the Department of National Defence and the Canadian Forces, and other topics. Joined in June by the Environmental Chiefs of Staff and their Senior Reserve Advisors, and in October by the Vice Chief of the Defence Staff, the National Council was also able to interact with key stakeholders and clients.

LIAISON OFFICER WORKING GROUPS AND TRAINING

CFLC conducted three Liaison Officer working groups and training sessions during the year to discuss activities and update issues relevant to CFLC operations. Of particular significance was the expansion of the Regional Liaison Officer structure to direct and co-ordinate the military Field Services across Canada, with a resultant strengthening, through both national and regional meetings, of the communications with the Secretariat, Regional Commanders and the civilian volunteers.

CONTINUOUS COLLABORATION WITH KEY STAKEHOLDERS AND PARTNERS

CFLC continues to work with internal and external stakeholders who support the Reserve Force and Reservists. Throughout the year, the National Chair met with several key interlocutors from within the Department of National Defence and the Canadian Forces,





including the Deputy Minister, the Chief of the Defence Staff, and a number of operational commanders. Discussions generally focused on current and impending issues affecting Canada's Reserve Force and CFLC's role as a Force Enabler.

The National Chair and the Executive Director attended the American "Freedom Awards" held in Washington, DC in September 2009 to celebrate employers who contributed to the support of the National Guard and the Reserve Forces. While in Washington, they held bilateral meetings with their US counterparts, including the Under-Secretary of Defense for Reserve Affairs and the Acting Executive Director of the Employer Support of the Guard and Reserve (ESGR).

CFLC National Council members and staff, along with senior Reserve Officers, attended the C.D. Howe Institute's policy conference, *Labour Market Policy for the Canadian Forces: Employer and Employee Challenges for Job Protection Legislation for Reservists*, in Toronto on October 27, 2009. Conference sessions included discussions on the employment of the Reserve Force, Job Protection Legislation and employer incentives, and labour shortages and employer pressures in Canada's current economy.

The Executive Director gave a presentation to Human Resources Skills and Development Canada (HRSDC) Regional Labour Standards Technical Advisors and Managers in December 2009. In February 2010, she was asked to brief the senior National Defence

Civilian Human Resources Management Committee to address the issue of consistent application of Reservist Leave within the Department of National Defence.

As part of the international outreach, in February 2010 the Chief Reserves and Cadets and the Executive Director attended meetings of the National Reserve Forces Committee (NFRC) and International Reserve Capability Forum (IRCF) held at NATO Headquarters in Brussels. Follow-on bilateral meetings were held in Berlin, Stockholm and London to discuss the International Conference on Employer Support for the Reserves.

As a result of the international consultations, the five Executive Directors and equivalents from the United States, Britain, Canada, Australia and New Zealand formed a 'Coterie' which will meet regularly by teleconference and on the margins of NATO and ABCA¹ meetings, with a view to discussing issues of mutual concern.

These issues include sharing information on governance, organization, legislative and policy frameworks and effective methodologies for obtaining, and maintaining, employer support.

As a member of the Chief Reserves Council, the Executive Director regularly briefs the senior Reserve Advisors on issues related to employer support of Reservists, and brings CFLC's concerns to the table.

¹ ABCA – American, British, Canadian, Australian and New Zealand Armies' Program, www.abca-armies.org

HOSTING THE INTERNATIONAL CONFERENCE ON EMPLOYER SUPPORT FOR THE RESERVES IN 2011

The International Conference on Employer Support for the Reserves (ICESR) was created more than ten years ago and continues to be held every two years. Delegates share information and experiences on an international and bilateral level, and discuss a wide range of issues related to Reserve service and support to Reservists.

The aim of the conference is to examine how militaries and civilian employers throughout the world manage when Reservists experience difficulties obtaining time off from their civilian employment and educational institutions to train and serve.

Canada will host the next Conference in Ottawa in May-June 2011. One of the founding members of the ICESR, Canada last hosted the Conference in 2005. The theme for the 2011 Conference is *Measuring the Success of Employer Support*. Sub-themes include benchmarking, best practices, building an Employer Support tool box, and organizing for Employer Support.

PROVIDING STRATEGIC INFORMATION

The Executive Director's strategic newsletter, the *Bout de Papier*, is distributed bi-monthly to CFLC's key stakeholders and partners. With

the aim of providing strategic-level information on a variety of topics, the 2009/10 editions discussed: The Deployment of Reservists; Awards and Recognition; The 3-D concept – Diplomacy, Defence and Development; Promoting Operational Excellence in Programme Delivery; Sharing Best Practices; and Operational Stress Injuries.

DISTRIBUTION OF THE ANNUAL REPORT TO ALL INTERNAL AND EXTERNAL STAKEHOLDERS

The Council's first formal annual report to the Minister of National Defence was published in June 2009. The report highlighted CFLC's accomplishments and activities, aligned to the *Strategic Plan* of February 2009. The **Key Accomplishments** recorded in the 2008/09 Annual Report were: the publication of the Council's first *Five Year Strategic Plan*; the Council's Visit to Afghanistan; Reorganization and Appointments; and the publication of the *Accountability Framework*.



DEVELOPMENT OF NEW PUBLICATIONS AND UPDATING EXISTING GUIDES

Continuing the development from Fiscal Year 2008/09 of the Council's current new series of publications, two additional guides were published this year. *Reserved Jobs – Job Protection Legislation and You* provides an overview of Canadian job protection legislation and highlights the responsibilities that Reservists have in terms of notifying their employers of a forthcoming deployment or requesting a leave of absence. It also helps employers understand their obligations in complying with the legislation, and what can be done to ensure the smooth reintegration of a Reservist into the civilian work place at the end of an absence related to military training or deployment.

A complementary brochure on job protection legislation for Reservists, *Understanding the Basics*, was also published this year. The brochure has been distributed throughout the military chain of command, and is being made available to civilian employers and educational institutions. It will also be sent to every Reservist across the country at the start of the 2010/11 training season.

With the advent of Reservist job protection legislation in most jurisdictions, a revision of our military leave policy writing guide was also necessary.

Valuing Skills – Military Leave Policy for Reservists: A Guide for Employers and Educational Institutions highlights the ultimate goal of all CFLC programming, namely the development of coherent, realistic and supportive military leave policies for Reservists seeking time off from their civilian workplace or academic program.

The guide assists employers, managers, Human Resources professionals and supervisors in writing a military leave policy as part of their overall Human Resources management strategy.

In addition, the *Reservists' Guide to Employer Support* and the *Employers' Guide to Supporting Reservists* were revised to include information about job protection legislation.

The *Reservists' Guide* is designed for Reservists who have questions about asking for time off from civilian organizations in order to perform their military duties. It provides information about what CFLC does for Reservists and includes instructions on how to access its services.

The *Employers' Guide* describes what Reservists do, the value they bring to a civilian workplace, and why they need time off to serve. It explains

how employers and educators can support Reservists and details how CFLC can assist them.

All CFLC publications are now available on-line at www.cflc-clfc.forces.gc.ca.

ALLIANCE, THE COUNCIL'S NEWSLETTER

Alliance is now published quarterly and is widely distributed to employers, educational institutions, military commanders, Reserve Units and inter-governmental and international partners. With a current circulation of more than 10,000, *Alliance* focuses on CFLC's activities including information relating to ExecuTreks, Job Protection Legislation, the Council's Awards and Recognition program, and testimonials of Reservists and their employers. The newsletter also celebrates the successes and sacrifices that employers and educators have made so that Reservists can participate in military training or domestic or international exercises and operations.

REFRESHING THE CFLC INTERNET WEBSITE

CFLC's Internet website (www.cflc-clfc.forces.gc.ca) underwent significant changes this year, resulting in a reorganization of the home page to comply with revised government standards, as well as revisions to various sub-sections on a continuous basis. Outdated

content was removed to make way for new information and the Provincial and Territorial pages were streamlined to allow easier navigation. CFLC's publications, including the *Alliance* newsletter, are now readily available online. The result is a more user-friendly, cleaner online presence, with relevant information for employers, educators and Reservists alike readily accessible.

In October 2009, with the distribution of *Reserved Jobs – Job Protection Legislation and You*, a reference webpage on matters relating to job protection legislation for Reservists was added to CFLC's Internet website.² The webpage includes the guide; brief summaries of the provisions of the Federal, Provincial and the Yukon's job protection legislation; and other useful links for Reservists, employers and educators.

Similarly, a reference webpage on matters relating to military leave policies was launched at the end of March 2010. The webpage includes *Valuing Skills – Military Leave Policy for Reservists: A Guide for*

² *Reserved Jobs – Job Protection Legislation and You*, available online: www.cflc-clfc.forces.gc.ca/jpl-lse/index-eng.asp.



Employers and Educational Institutions, a list of frequently asked questions, and a check-list for military leave policy development.³

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

JOB PROTECTION LEGISLATION FOR RESERVISTS

Job protection legislation acknowledges the vital role of Reservists' service and sacrifice to Canada. This fiscal year, both Alberta (Bill 1, April 2009) and the Yukon (Bill 67, May 2009) passed legislation offering job protection for Reservists. Some form of legislation is now in place federally, in the Yukon and all ten provinces. In general, the legislation provides protection for Reservists who require time off from their civilian employment for

military training or to deploy on missions either in Canada or internationally. The provisions of the legislation differ from one jurisdiction to another.

CFLC therefore continues to emphasize education and communications, and works with key stakeholders and partners to ensure that Reservists and employers are aware of and understand the implications of job protection legislation.

To increase the level of understanding, the guide *Reserved Jobs – Job Protection Legislation and You* and the Council's job protection legislation webpages provide useful information to employers, military commanders and Reservists.

INPUT TO REGULATION DEVELOPMENT WITH MINISTERS OF LABOUR ON CHANGES TO PROVINCIAL LABOUR CODES

CFLC continues to collaborate with, and offer support to, those jurisdictions enacting or revising job protection legislation for Reservists. This past year, the Council provided guidance to both the governments of Alberta and the Yukon. The Provincial Councils and the Secretariat were active in the drafting of enabling regulations in British Columbia and Alberta, and will continue to assist provinces looking to review their legislation in 2010/11.

³ *Valuing Skills – Military Leave Policy for Reservists: A Guide for Employers and Educational Institutions*, available online: www.cflc.forces.gc.ca/mlp-pcm/index-eng.asp.

EDUCATING THE SENIOR LEADERSHIP WITHIN THE DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN FORCES

The Council also continues to engage senior Departmental and Canadian Forces leaders to increase their awareness and understanding of the implications arising from the implementation of the legislation. Specifically, CFLC was instrumental in increasing the awareness of the needs of student Reservists who were obliged to seek absences of two terms to deploy to the support mission of the 2010 Winter Olympics.

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

Through the regular provision of advice, the Minister of National Defence and the Parliamentary Secretary are kept apprised of the issues surrounding the implementation of the federal legislation. A briefing was also provided to a member of the Senate Committee on National Security and Defence (SCONSAD) in October 2009.

The regular and sustained inter-departmental collaboration between National Defence, Labour Canada, Finance Canada and the Privy Council Office also ensures that issues related to the legislation are considered at the highest political levels.

THE APPOINTMENT OF A PROVINCIAL INTERFACE BETWEEN THE MILITARY AND THE PROVINCES

CFLC continues to engage Provincial governments by encouraging the appointment of a Minister or Member to represent military interests in the province. Military envoys have been named in Nova Scotia, Manitoba, Saskatchewan and British Columbia. CFLC will continue to advocate for such appointments in other provinces and the Territories.

STRATEGIC PRIORITY 3:

Implement operational excellence

...for all CFLC operations:



EXECUTREK PROGRAM SECURES EMPLOYER SUPPORT

In spite of unanticipated changes and cancellations of proposed events, CFLC conducted seventeen ExecuTrekks this year, of which twelve were local and five were more regional or national – meaning that employers from more than one province attended. Combined, approximately 400 employers and representatives of educational institutions were in attendance.

Key ExecuTrekks included visits to Exercise Maple Flag in Cold Lake, Alberta; Exercise Maple Guardian in Wainwright, Alberta; day sails in the Navy's Maritime Coastal Defence Vessels (MCDV) on both the East and West Coasts; and a trip to Vancouver in early February to see Reservists' contributions to Operation PODIUM, the Canadian Forces contribution to the 2010 Winter Olympics security operations.

Partnering with other groups within National Defence and the Canadian Forces, including Public Affairs, the Army and the Air Force, CFLC also expanded the scope of the ExecuTrek program, and will be a practice to be continued in 2010/11.

IMPLEMENTING COST-EFFECTIVE EXECUTALKS

In an effort to garner employer support in a more cost-effective manner, CFLC implemented a new means of explaining to employers, educational institutions, supervisors, and human resources professionals the valued skills Reservists acquire from their involvement in military activities. Named ExecuTalks, these are low- to no-cost activities of a short duration that are held at a Reserve establishment, or off-site, as part of another event hosted, for example, by a Chamber of Commerce.

ExecuTalks are easily accessible to local business communities, and are an effective means for the Council to reach out and build relationships with employers. Of note, the Chief Reserves and Cadets was the guest speaker at an American Chamber of Commerce in Canada (Western Chapter) breakfast held in Calgary in September 2009. In November 2009, the Canadian Club of Vancouver held a luncheon event at which the Chief Reserves and Cadets was again the keynote speaker.

UNIT EVENTS

CFLC supports Reserve units by inviting employers to see the training undertaken by their Reservist employees, thereby providing a better understanding of the training offered at the unit level. This fiscal year, unit events

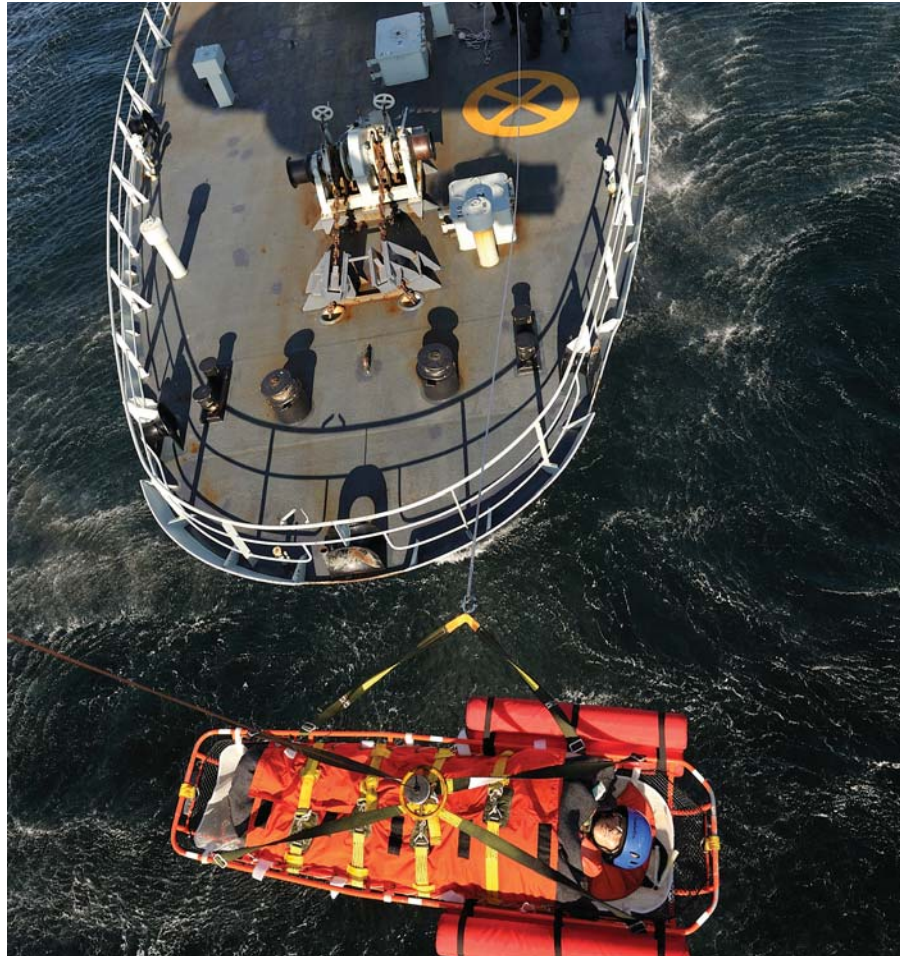
were held in Sherbrooke, Rimouski and Richelain, Quebec; St. John's, Newfoundland and Labrador; Shilo, Manitoba; and Vancouver, British Columbia. A total of 85 civilian guests were hosted at these events. Most of these guests were employers of Reservists serving in the host unit. Guests were shown exhibits which demonstrated the effectiveness of Reserve training, and were, in some instances, invited to dine with the troops on "Individual Meal Packs" or field rations.

SIGNING CEREMONIES AND PRESENTATION OF CERTIFICATES OF APPRECIATION

Supportive employers and educational institutions are recognized throughout the year in many ways. Several signing ceremonies were held this year, at which employers signed Declarations of Support for the Reserve Force and certificates of appreciation were presented to employers in recognition of their support. Signing ceremonies were held in Québec City, Quebec; Halifax, Nova Scotia; Waterville, Nova Scotia; and Yellowknife, Northwest Territories.

CFLC REORGANIZATION AND APPOINTMENTS

The Regional Liaison support structure, implemented nationally at the end of Fiscal Year 2008/09, saw the appointment of five Regional Liaison Officers (RLO) by the Chief Reserves Council effective April 1, 2009.



The RLOs and the 32 provincial/territorial Liaison Officers (LO), Assistant Liaison Officers and Provincial Administrative Coordinators continued to support the fulfilment of CFLC's mandate across the country by providing a link to Reserve units, military Headquarters and individual Reservists.

One RLO and two LOs retired in Fiscal Year 2009/10. All members of the Field Services operate under the direction of the Executive Director, and are responsive to Provincial and Territorial Chairs.

RESPONDING TO QUERIES

The Secretariat responds regularly to requests for information, including the use of a toll-free telephone line and a positional email address. Although fewer in number than in previous years, approximately 187 phone calls and about 275 emails were logged. The calls and correspondence included queries directly from Reservists asking for assistance with their employer; employers asking for assistance to develop military leave policies with their organization; and general questions about CFLC's programs.

PERFORMANCE MEASUREMENTS AND METRICS

To ensure the continued effective and responsive delivery of CFLC's mandated programs, CFLC moved forward with initiatives to develop additional performance measurements and metrics as part of the strengthening of the *Accountability Framework*. These will be further refined in Fiscal Year 2010/11.

STATEMENTS OF SUPPORT

The Statement of Support for the Reserve Force is CFLC's key tool for registering employer support for the Reserve Force and maintaining contact with supportive employers. Employer support continues to grow, with approximately 275 Statement of Support cards received

this year. At the end of Fiscal Year 2009/10, 5,537 Statements of Support were registered in CFLC's national database.

MILITARY LEAVE POLICIES

The Council encourages and assists employers and educational institutions to develop military leave policies that allow Reservists time off to serve. By voluntarily instituting such policies, employers and educational institutions demonstrate their support for Reservists and reflect the importance that employers and educational institutions place on continued learning and development, while ensuring that the level of support is appropriate to their own organizational needs.

There are currently 212 military leave policies in the CFLC national database.

RESERVIST'S ASSISTANCE PROGRAM (RAP)

Forty-three RAP cases were handled by the Secretariat, the Field Services and the civilian volunteers this year. Most cases came from within the Department of National Defence and the Canadian Forces, largely as a result of the reductions and anticipated reductions in the number and length of full-time Reserve employment contracts being awarded. Related to many of these cases, the inconsistent application of military leave policies across the Department will continue to be a focus of CFLC's efforts in 2010/11.

THE FUTURE – CHALLENGES FOR 2010/2011

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This coming year we will no doubt be asked to continue to work in conditions created by circumstances beyond our control, including financial pressures, reorientation of activities, and a continued high rate of operational deployments. By continuing to work as a team, in Ottawa and across the country, we will still be able to achieve our goals of providing the support necessary to Reservists who seek our help.

Although Canadian military operations in Afghanistan will be winding down in 2011, the need for Reservists will continue. Both the Regular Force and the Reserves will be supporting the security operation for the G8 / G20 summits in June 2010 in Ontario, and last-minute emergency deployments both in Canada and overseas always remain possibilities.

As CFLC continues to modernize and renew its structure, reporting lines and authorities, there will be a need to strengthen the accountability and performance measurement frameworks. All of this will take place against the need to continue strategic, operational and tactical outreach to employers and educational institutions, while also improving communications and understanding of employer support issues within the military Chain of Command.

The year 2010/11 will bring its own, unique challenges, as CFLC embarks on the next cycle of the Awards and Recognition Program,

culminating in the presentation of the National Awards in June 2011. Similarly, the planning for the International Conference on Employer Support for the Reserves will continue apace, along with increased international collaboration.

The Council will also continue its efforts in informing employers, the Chain of Command and Reservists on job protection legislation, while encouraging the development of robust military leave policies. Reaching out to new audiences will be a **Key Accomplishment** for 2010/11.



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 and contribution of time and resources to any organization in which he is involved. Where others may lend their name, Mr. Eaton also gives extensively of his time and energy.

In 1986 Mr. Eaton was appointed Ontario Co-Chairman of the National Employer Support Committee. In 1989 he assumed the position of National Chair of the Canadian Forces Liaison Council (CFLC) and as Chair of the Advisory Board continues to direct its growth and development as it has come to be recognized globally as an outstanding model for employer support for the Reserves. Mr. Eaton has managed to attract many of Canada's most

prominent citizens to also donate their time and energy towards volunteering with CFLC and the support of the Reserves.

Mr. Eaton's work with Canada's 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, Mr. Eaton received the Canadian Forces Medallion for Distinguished Service and the Queen's Golden Jubilee Award.

Mr. Eaton is noted for his extensive and active involvement. He holds a range of other 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.

Other community involvement has included Chancellor of Ryerson University from 1999 to 2006 – at the end of his term he was awarded the title Chancellor Emeritus; Chair, Ontario Parks Board of Governors; Founding Chair, Ontario Trillium Foundation; Chair and President, Ducks Unlimited Canada; Director, The Toronto Blue Jays Baseball Club; Honorary Director, Air Cadet League of Canada; Governor, Canadian Olympic Foundation; President, Royal Agricultural Winter Fair; Chair, Upper Canada College; Chair, The Salvation Army Metro Toronto Advisory Council; Governor, York University; National Chair, The Charlie Conacher Cancer Research Fund; Honorary Chair, The Hugh MacMillan Rehabilitation Centre; and President, National Youth Orchestra.

Mr. Eaton has been the recipient of many awards including the Order of Ontario; Knight of Justice of the Most Venerable Order of the Hospital of St. John of Jerusalem; 2006 Outstanding Volunteer Award; and Doctor of Commerce, *honoris causa*, Ryerson University (D.Com.)

Mr. Eaton is Chairman of the Board, Eaton's of Canada Inc. and Chairman, Sky Blue Marlin Corp. Mr. Eaton was educated at Upper Canada College and Harvard University.



MILLER H. AYRE, C.M., M.B.A., LLD

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 University'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, CMM, MSM, CD

Chief Reserves and Cadets

Major-General Dennis C. Tabbernor, CMM, MSM, CD 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 the Lake Superior Scottish Regiment.

Extra Regimental Duty included Instructor, Infantry School; Aide to Commander, the Combat Training Centre; SO 2 Operations, Headquarters Canadian Forces Europe; and J3 Coordination, National Defence Headquarters.

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.

Major-General Tabbernor 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. He was promoted to his current rank in May 2008 and appointed Chief Reserves and Cadets.

Major-General Tabbernor is a graduate of the Canadian Forces Staff School, the Canadian Land Forces Command and Staff College and the Canadian Forces College (CSC, AMSC and NSSC).



VALERIE A. KEYES, CD, MA

Executive Director, Canadian Forces Liaison Council

Valerie Keyes was appointed Executive Director of CFLC in May 2008. 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. She graduated from the War Studies program 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 Squadron 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, responsible for the development of the National Emergency Construction Agency. She transferred 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, Valerie was Special Adviser to the Adjutant General of the British Army on matters relating to peacekeeping policies and doctrine, and ethos and leadership.

Upon her return to Canada, Valerie rejoined the Department of National Defence, this time in the Directorate of Peacekeeping Policy, responsible for humanitarian assistance operations and United Nations peacekeeping in the Middle East and Europe.

After serving as Deputy Director, Mineral and Metal Policy Branch at Natural Resources Canada, she returned to National Defence as the Special Advisor (Defence) to the Associate Deputy Minister. She subsequently was Team Leader of Policy Group Resource Review, Deputy Director Western Hemisphere Policy (Latin American and Caribbean Relations) and General Manager Policy Coordination and Communications at the Canadian Forces Housing Agency.

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. She is currently the Treasurer of the Ottawa Fencing Club.

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. Tabbernor, CMM, MSM, CD	Chief Reserves and Cadets	Chief Reserves and Cadets	Canadian Forces
Commodore J.R. MacIsaac, OMM, CD	Director General Reserves and Cadets	Director General Reserves and Cadets	Canadian Forces
Ms. Valerie Keyes, CD, MA	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	Genera 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
Mr. Jean Fournier, CM, C.Q., Ad.E.	Quebec Chair	President	Groupe de Fournier Inc.
Ms. Elisabeth Rybak	New Brunswick Chair	Founder	Novagrowth
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 Marinexw	Department of Transportation, Government of the Northwest Territories
Mr. Dale Hedges, CMA, CMD, FCMA	Strategic Consultant	Chair	Western Management Consultants



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