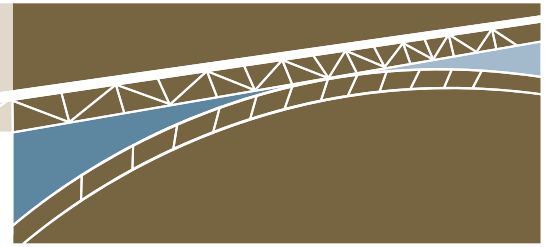




PROMOTING THE VALUE OF RESERVISTS



# CANADIAN FORCES LIAISON COUNCIL

## THE FIVE - YEAR STRATEGIC PLAN

2009 - 2013





## TABLE OF CONTENTS

Message from the National Chair .....	1
Foreword from the Chief Reserves and Cadets .....	3
Introduction.....	5
About Canada's Reserve Forces.....	7
Activities of the Canadian Forces Liaison Council.....	7
Vision Statement .....	9
Mission Statement.....	9
Mandate of the Canadian Forces Liaison Council.....	9
Strategic Priorities of the Canadian Forces Liaison Council, 2009 to 2013.....	9
Implementing the Strategic Priorities.....	11
Mandated Programmes of the Canadian Forces Liaison Council ...	14





## MESSAGE FROM THE NATIONAL CHAIR

On behalf of the Canadian Forces Liaison Council (CFLC), I am pleased to present the Council's first Five-Year Strategic Plan.

The Council is mandated to assist the Canadian Forces fulfil its operational mandate by enabling members of the Reserve Forces to have time off to serve without penalty. The Council works with employers and educational institutions across Canada to create an atmosphere of goodwill in which they can support their Reservists, who are serving their country both at home and abroad, by protecting their jobs or assisting with a smooth return to academic programmes. The Council also supports individual Reservists in communicating with their employers or schools.

The Council is operating in a new environment from that in which we were active in earlier years. The Reserve Forces are in demand to a degree not seen for many decades, in support of missions all over the world. Most jurisdictions in Canada now have Job Protection Legislation in place, which will have an impact on the individual Reservist and the employer, over both the short and longer terms. The transformation of the Canadian Forces has had considerable impact on how the members of the Reserve Forces are deployed. These developments have directed a change in direction for the CFLC as well.

This new Strategic Plan is reflective of the changed world in which we now work. Over the next five years, the Council will be active in assisting in the implementation of the Job Protection Legislation. We will look to strengthening the alignment between Federal and Provincial/Territorial action plans, and, as part of our drive to achieve operational excellence, we will improve the effectiveness and responsiveness of the Council itself. An Annual Report to the Minister of National Defence, in which the Council's activities will be reviewed and measured for success, will support the Strategic Plan. Other framework documents will be developed in the future, as required.

*The Reserve  
Forces are  
in demand  
to a degree  
not seen  
for many  
decades.*

I invite you to review the Strategic Plan in the context of the challenges that we face at this point in our history. We are looking forward to meeting these challenges and providing the best possible service to our stakeholders and clients through the continued support of Canada's Reserve Forces.



John Craig Eaton  
National Chair

*The CFLC  
Strategic  
Plan is both  
timely and  
appropriate.*



## FORWARD FROM THE CHIEF RESERVES AND CADETS

The Canadian Forces Liaison Council is herewith presenting its first Five-Year Strategic Plan, in recognition of the new strategic environment in which the Council is now working. It includes an official enunciation of the Council's Mandate, Mission and Vision, as well as a definition of the Strategic Priorities. This Strategic Plan supports Canada's Reserve Forces and the individual Reservists who serve their country on both a full-time and part-time basis. The Plan is both timely and appropriate. It has been developed at a time when Reservists are in unprecedented demand for operations both in Canada and abroad, and at a time when external conditions, including the shifting dynamics of Reserve service, which are based in no small way on the introduction across Canada of Job Protection Legislation for Reservists, have resulted in the Council redefining its role.

The Plan aligns the Council's priorities with those of the Government of Canada and the Department of National Defence. The actions detailed in the Plan in the context of each of the priorities will support the Council's strategic direction, both nationally and in each of the Provinces and Territories. This document will also set the stage for the development of other policies, governance, performance measurement, and accountability frameworks in the early period of the Plan.

The Strategic Plan is intended to cover the period of 2009 to 2013. However, there is no doubt that it will have to be updated and renewed on a regular basis to retain its currency in terms of contributing to the operational requirements of the Canadian Forces and ensuring that the Council remains in tune with the evolving priorities of the Government of Canada. Some of this renewal will be seen in the issuance of the National Chair's Annual Report to the Minister, to be submitted in June of each year. Nevertheless, if and as required, the Strategic Plan itself will be adjusted and re-issued by the CFLC Secretariat at least every second year. This will ensure that the Plan is a living document, and one that will continue to assist all those whose efforts are directed through the implementation

*CFLC has  
redefined its  
role.*

of the Plan. It will also serve as a vehicle for the development of relevant and current Provincial and Territorial implementation plans. Furthermore, it will offer an opportunity to make changes to the Council's mandated programmes on a regular basis, as fiscal or government policy changes dictate.

I am pleased therefore to join with the National Chair in inviting you to see the Five-Year Strategic Plan as a step towards strengthening the Council's abilities to engage with employers and educational institutions across Canada in the continuing efforts to support the Canadian Forces Reserves to meet the operational requirements and tasks assigned to them.



Dennis C. Tabbemor  
Major-General  
Chief Reserves and Cadets

***CFLC  
programmes  
will be  
relevant  
to today's  
environment.***



## INTRODUCTION

The Canadian Forces Liaison Council (CFLC) is a Canada-wide group of civilian senior executives, educators and business leaders that is directly responsible to the Minister of National Defence through the National Chair. The members of the Council, on behalf of the Department of National Defence and the Canadian Forces, volunteer to assist in securing Reservists necessary leaves of absence to accomplish force generation goals set for the Reserve Forces for training and deployment. To assist them in their mission, the Council is supported by a network of military Field Services personnel deployed across Canada. It is administered by a Secretariat based in Ottawa, operating under the leadership of the Chief Reserves and Cadets. The Secretariat provides the administration, policy framework and financial accountability for the Council's operating activities.

The National Chair of the Canadian Forces Liaison Council is a Ministerial appointment, and he in turn appoints the National Vice-Chair and the ten Provincial and one Territorial Chairs. His appointment is at the pleasure of the Minister of National Defence.

As the successor to the National Employer Support Committee (NESC) that was originally established in 1978 to obtain the voluntary support of employers, CFLC's establishment was validated through a 1988 study that confirmed the preference to seek voluntary rather than legislated support. The November 1992 Auditor General's Report on the Department of National Defence also underlined the requirement for enhanced measures to ensure Reservists are available for training and operations. The name of the Committee was changed to the Canadian Forces Liaison Council (CFLC) in December 1992 to reflect the Council's focus. A further Chief Review Services audit in 1993 recommended the expansion of the CFLC mandate to include educational institutions.

***CFLC's  
mandate  
includes  
educational  
institutions.***

***CFLC has a long-term role to play in job protection legislation.***

CFLC is governed by By-laws that lay out the organisation, reporting structures and relationships of all parts of the Council, civilian and military.<sup>1</sup>

CFLC's activities are in support of the implementation of the 2008 ***Canada First Defence Strategy***, issued by the Minister of National Defence.<sup>2</sup>

The Council's orientation has also been impacted by the passage, since 2006, of Job Protection Legislation in most jurisdictions across Canada. CFLC will have a long-term role to play in the implementation of that legislation, at both the provincial and national levels, and early in 2009 signed a Memorandum of Understanding with Labour Canada, to ensure that the interests of both Reservists and employers are reflected in discussions on the further development of national legislation and the related regulations.<sup>3</sup>

The mission and vision of the Liaison Council, as set out below, are designed both to enable force generation and to support Reservists and Employers in fostering the best possible relationship to ensure that Reservists are readily available for their training and operational commitments. CFLC's commitment is to provide *operational excellence* in support of this relationship through the strategic management of resources and decision-making processes, by focussing on the mandated activities in support of CFLC's mission.

---

<sup>1</sup> To be reissued under the authority of the Minister of National Defence in the Winter/Spring 2009. These by-laws are reflected in the annual Business Plan of the Canadian Forces Liaison Council, and include details on reporting relationships, organisation of the National and Provincial/Territorial Councils, the Secretariat and the nationally established military Field Services.

<sup>2</sup> *Canada First Defence Strategy*. Issued by the Minister of National Defence, May 2008.

<sup>3</sup> Memorandum of Understanding For Cooperation on the Implementation of Division XV.2 of the *Canada Labour Code* Reservist Leave, between Labour Program, Human Resources and Social Development and The Secretariat of the Canadian Forces Liaison Council, signed at Ottawa in early 2009.

## ABOUT CANADA'S RESERVE FORCES

Reservists are members of the Canadian Forces who usually serve on a part-time basis, with service divided across the five elements: Army Reserve, Naval Reserve, Air Reserve, Health Services Reserve, and Reserve Legal Services.

Reserve units are located in hundreds of communities across Canada, with an establishment in excess of 25,000 personnel. The majority of Reservists hold civilian jobs and therefore work part-time with the Canadian Forces. Many Reservists are students, and about one-third currently work full-time within the Canadian Forces.

## ACTIVITIES OF THE CANADIAN FORCES LIAISON COUNCIL

The Activities of the CFLC are based on two key defence tasks, as directed by the Vice Chief of the Defence Staff:

- a. **Provide Force Elements:** CFLC is a proactive organization that supports the Force Generation for operational missions of the Canadian Forces. Increasingly since 2001, the Force Generators have made ever-growing requests for CFLC support, as the requirement has steadily risen for more Reservists to meet the needs of Task Force sustainment and Domestic Operational preparedness. In particular, with the increased operational tempo of Afghanistan and other overseas deployments, as well as domestic exercises and operations, Reservist availability has become an essential component of operational success. CFLC will continue to directly facilitate that force multiplication by ensuring that every effort is made to secure the availability of Reserve Force Personnel; and
- b. **Program Governance:** The Minister established the requirement for a Reserve Force Employer Support Program in 1978, which has been managed by CFLC since 1992. The various programs delivered by CFLC have been validated by evaluations by the Chief of Review Services in 1993 and most recently in September 2002.

*Reservist  
availability  
has become  
an essential  
component of  
operational  
success.*

***CFLC  
contributes  
directly  
to Force  
Generation.***

CFLC's operating activities contribute directly to the achievement of the strategic objectives of the Vice Chief of the Defence Staff, under whose authority the CFLC Secretariat and the Military Field Services falls:

- a. **Generate and Sustain Forces:** Through the delivery of its various programs, CFLC contributes directly to Force Generation, with the purpose of getting Reservists time off from their civilian employers or educational institutions so they can deploy on international or domestic operations, exercises, and/or training, without penalty; and
- b. **Contribute to Canadian Government, Society and the International Community:** CFLC is a network of civilian business executives who voluntarily promote the Reserve Forces throughout the business and educational institution communities, as well as federal, provincial and municipal governments. They work with these institutions to develop Military Leave Policies within their organizations, as well as to gather Statements of Support. CFLC also contributes internationally, by participating in the International Conference on Employer Support to the Reserves, whose members include Canada, the United States, the United Kingdom, Australia and New Zealand. In addition, CFLC also increased bilateral relationships with these countries and other interested partner nations, to the mutual benefit of all parties.

## VISION STATEMENT

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

## MISSION STATEMENT

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

## MANDATE OF THE CANADIAN FORCES LIAISON COUNCIL

*To enhance the availability of Reservists for their military duties by obtaining the support and co-operation of organization leaders in Canada.*

## STRATEGIC PRIORITIES OF THE CANADIAN FORCES LIAISON COUNCIL, 2009 TO 2013

Under the direction of the National Chair of the Canadian Forces Liaison Council, the following Strategic Priorities have been defined, and will guide the Council's work over the next five years, at both the strategic and operational levels. These priorities have been aligned with those of the Government of Canada and the Defence Priorities of the Department of National Defence, as indicated in Figure 1.

### **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:**

*Implement operational excellence.*

**CFLC**  
*encourages  
organizational  
leaders to  
actively  
support  
Reservists.*

Figure 1: Alignment of CFLC Priorities<sup>4</sup>

Government of Canada Priorities <sup>5</sup>	Defence Priorities for 2009-2010 <sup>6</sup>	CFLC Strategic Priorities
Protecting Canada's Economic Security	Achieve Operational and Mission Success in Afghanistan	Develop and enhance relations with key internal and external stakeholders
Securing our Energy Future	Support the 2010 Winter Olympics	Facilitate the understanding and implementation of Job Protection Legislation
Tackling Climate Change and Preserving Canada's Environment	Align Defence Activities with Key Government Priorities	Implement operational excellence
Helping All Canadians Participate	Build the Defence Team	
Keeping Canadians Safe	Build Excellence in Defence Management	
Contributing to Global Security		
Building Stronger Institutions		

<sup>4</sup> For the purposes of the alignment of the Priorities, it is not possible to read across the table: intent of the presentation of the list in Figure 1 is to demonstrate the progressive development of priorities from the highest government strategic level to the CFLC strategic planning process. It is not intended to be able to tie each priority from one level to another, but rather to demonstrate the overall direction of the Government of Canada, and our ability to respond through the strategic, operational and business planning processes. Each priority, no matter on which level it falls, will assist in this definitional process.

<sup>5</sup> Speech from the Throne: Protecting Canada's Future, November 19, 2008.

<sup>6</sup> 2009-2010 Defence Priorities, 1950-10 (DDSM 5), dated 06 October 2008.

## IMPLEMENTING THE STRATEGIC PRIORITIES

### 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

Key Results Desired	Related Timelines
Confirmation of support of CFLC Vision, Mission and Mandate from all key internal stakeholders	Annually
Identification of the Key Stakeholders with scheduled targeted interaction	At least semi-annually
Approval of the five year strategic plan and preparation of rolling updates over the five year period	Annual approval at the Spring National Council Meeting
Continuous collaboration with stakeholders in support of CFLC mandate and mandated activities	Immediate and with continuous updates
Approval of activity plan by the MND	Annually by 31 March
Distribution of annual report to all internal and external stakeholders	Annually by 30 June
Updated and current Public Affairs material for CFLC	Continuous and supported by timely updates

## 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

Key Results Desired	Related Timelines
Development of more inclusive policies with input from employers and employer organisations	Ongoing
Input to Ministers of Labour on changes to Canadian and Provincial labour codes	Annually
Report on results and impact of Federal job protection legislation provided to the Minister of National Defence <sup>7</sup>	Annually by 30 April
Action Plan to support Federal and Provincial legislation implemented by Secretariat	April 2010
Governments to implement Incentive policy for employers	Ongoing
The appointment of a provincial interface between the Military and each Province <sup>8</sup>	Fall 2009, with annual reviews
Conduct a comprehensive review of international legislation	Initially by March 2009, with reviews as required on a yearly basis

<sup>7</sup> Implementation of Bill C-40, with the request for updates included in the SCONSAD hearings on 14 April 2008.

<sup>8</sup> CFLC support for this initiative solicited during the meeting between the National Chair and the Minister of National Defence, New Glasgow, N.S. 12 July 2008.



### Strategic Priority 3:

Implement operational excellence

*...for all CFLC operations:*

Key Results Desired	Related Timelines
Adoption of effective technology solutions including the establishment of a National database	Fall 2009
Streamlined funding and approval processes, including Program funding achieved	March 2009
Reinvigorated ExecuTreks by entertaining "Life Experiences" for participants with enthusiastic support and leading Quality events nationwide	Annually, as part of the activity plan
Effective planning of resources to include all regions and resources to reflect deployment schedules	Ongoing
Compliance of CFLC governance with Council By-laws	Immediate review with regular updates
Regional Field Services Structure implemented <sup>9</sup>	Immediate, to be reviewed as part of the annual personnel reporting cycle
Alignment of Federal and Provincial/Territorial Activity Plans	Ongoing
Development of effective measurements to ensure the maintenance of an effective and responsive Council	Ongoing

<sup>9</sup> Effective 2009, the Regional Field Services will be based on five regions across Canada (Pacific and the North, Prairies, Ontario, Quebec and Atlantic Canada), with a Regional Liaison Officer at the rank of Colonel or Captain (Navy) appointed in each Region. Provincial and Territorial Chairs will also be supported within each Region by Liaison Officers who will be under the direction of the Regional Liaison Officer.

## MANDATED PROGRAMMES OF THE CANADIAN FORCES LIAISON COUNCIL

CFLC's mandated programmes may generally be mapped to Strategic Priority 3, *Implementing Operational Excellence* although they also clearly reflect the first two priorities. The programmes are funded through the CFLC Business Plan on an annual basis, and are reported on through the Departmental Report on Plans and Priorities and the annual Departmental performance measurement reports. Their impact will also be assessed, commencing in fiscal year 2009/10, in the CFLC Annual Report and the Council's Accountability Framework.

### 1. ExecuTrek Programme

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. Once employers see Reservists in action, they are better positioned to understand the importance of the continuous professional development that the military offers, and they will, as a result, be more willing to let Reservists have time off without penalty to keep up with their military activities for both training and deployment.

An increasing emphasis from 2009 onwards will be placed on national ExecuTrek exercises 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 the ExecuTrek programme, CFLC can solicit *Statements of Support* for the Reserve Forces and Reservists, as well as encourage employers to voluntarily adopt, robust Military Leave Policies.

*The  
ExecuTrek  
programme  
offers a first-  
hand view  
of military  
training and  
benefits.*

## **2. Outreach**

Outreach is CFLC's tool for informing large numbers of employers and members of the public of the value of military training to the civilian workplace. Direct mail, trade shows and conferences, magazine articles and inserts and speaking opportunities are just some of the ways that the CFLC spreads the word to gain employer support for the Reserve Forces. The Outreach program will continue to allow for greater focus on employer support issues, in order to gain greater awareness and foster the development of military leave policies by organisations.

## **3. Reservist's Assistance Programme**

The Reservist's Assistance Programme (RAP) helps prevent conflicts between Reservists and Employers, and assists in resolution when necessary. CFLC does not contact a Reservist's civilian employer or educational institution without the consent of the military member. The RAP program provides direct assistance to the Reservist when help is needed the most, to facilitate common ground between the Reservist and the employer or educational institution with the aim of a successful resolution for both parties. The average number of RAP cases per year is about 125, of which, on average, about 75% are positively resolved.

## **4. Reserve Unit Support Programme**

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

The RUSP is especially important with the increased number of Reservists who are deploying to Task Forces for international operations, and who will be required for the sustainment of major domestic operations during the period covered by the Strategic Plan.

## **5. Awards and Recognition Programme**

Recognizing employers and educational institutions that have been supportive in granting time off for training and operations is essential in maintaining the long-term support of employers. Reservists are highly encouraged to show their appreciation by formally thanking their Employers and/or educators with either a letter of thanks or a certificate of recognition. If an employer has gone above and beyond the call of duty, he or she should be nominated for an Employer Support Award. CFLC uses the Awards and Recognition Program to foster the relationship between employers and Reservists, which should allow for a favourable outcome should the Reservist request time off to serve.

*The  
Reservist's  
Assistance  
Programme  
provides  
help when  
it is needed  
most.*