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THE CANADIAN FORCES
LIAISON COUNCIL

PROMOTING THE VALUE OF RESERVISTS



2010
2011

ANNUAL
REPORT



Canadian Forces Liaison Council
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Canada



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THE CANADIAN FORCES LIAISON COUNCIL

ANNUAL REPORT 2010 2011

MESSAGE FROM THE NATIONAL CHAIR

This past year has been one of pride and focus for the Canadian Forces Liaison Council (CFLC) as we watched many Reservists support CF operations, both domestically and internationally. Support from Reservists ranged from providing assistance during snowstorms in South Western Ontario to Hurricane Igor in Newfoundland and Labrador. It was also a year of reflection as the Council looked inward to examine its processes and priorities to ensure that it was ready to face the challenges of the future. For the Council, the one constant has been our goal to increase the awareness of Canada's Primary Reserve Force and to improve the ability of Reservists to obtain military leave from their civilian workplaces or academic programs without detriment to their civilian careers.

This annual report highlights our activities and successes in 2010/2011. We continued our collaboration with key stakeholders and partners, in particular, the Director General Personnel and Family Support Services. The valuable network that CFLC has created across the country is recognized as an effective model that can complement the Directorate's support efforts on behalf of military families. CFLC was also asked to be at the table for the ongoing discussions on Provincial Job Protection Legislation and we were proud to be consulted and have an influence on future policies.

A highlight of the year was the culmination of the two year cycle of the Awards and Recognition Program which celebrated employers and educators, at the Provincial and Territorial level, for their efforts and sacrifices in supporting their Reservist employees and student Reservists. We congratulated them in local ceremonies this spring and will continue to applaud and support them.

We now look forward to hosting our international counterparts in May at the *2011 International Conference on Employer Support for the Reserves*. The theme of the conference is *Measuring the Success of Employer Support for Reservists*. The conference is structured to enable discussion that ultimately leads to the creation of a performance measurement and accountability framework.

Reservists are "twice the citizen" as they must balance their part-time military activities with their full-time civilian careers or academic studies and it is the goal of the Council to support them in those endeavours. I am proud of the Council's accomplishments this year; their dedication and energy to establish and maintain relationships with employers and educators across Canada remains outstanding. We have continued to make progress in many areas and I am confident that will continue in 2011/2012.



John Craig Eaton
National Chair
Canadian Forces Liaison Council

Biography: <http://www.cflc.forces.gc.ca/acf-apc/cb-bp-eng.asp>

MESSAGE FROM THE VICE CHIEF OF THE DEFENCE STAFF

The Canadian Forces continues to be engaged in many operations both planned and contingency, be it in Afghanistan, Toronto for the G8 and G20, or the CF humanitarian response effort such as Op Lama, the hurricane response effort in Newfoundland or Op Hestia in Haiti. Our Reservists were fully integrated into these operations, their service alongside their Regular Force counterparts in operations contributed to the ultimate success of our operations.

The availability of Reservists is critical to the fulfilment of the mission and mandate of the Canadian Forces, both at home and abroad. Reservists often require assistance in getting a leave of absence for their military duties. This is when the role of the Canadian Forces Liaison Council (CFLC) is critical. CFLC is a Force Enabler whose efforts and activities garner and maintain employer support for Reservists. The Council's efforts assist Reservists to deploy by fostering relationships and dialogue with employers that gains both support and goodwill.

Each year CFLC undertakes a number of activities that promote the value of Reserve service to a diverse audience of educators, business and labour leaders. Through these efforts there is a greater awareness of the military activities and the professional development that Reservists must undertake to prepare for Operations. As well, the Council is a phone call away for those occasions when a Reservist needs assistance in explaining a given situation to their civilian organization so as to gain his or her organization's support for a period of military leave.

It is important that CFLC demonstrates effective stewardship of the resources assigned to this force enablement activity through the annual reporting of activities. Thus this Annual Report highlights the major activities of Fiscal Year 2010/2011, reflecting both on the challenges and successes. The accomplishments and results obtained this year all contribute to the successful employment of Reservists in operations and in the Reservist's civilian pursuits, as employee or student. I thank the CFLC for its ongoing great work for Canada.



A.B. Donaldson
Vice-Admiral
Vice Chief of the Defence Staff

Biography: <http://www.cmp-cpm.forces.gc.ca/dsa-dns/sa-ns/ab/sobv-vbos-eng.asp?mAction=View&mBiographyID=23>

FOREWORD

Reservists play a fundamental role in the Canadian Forces and in Canada's defence. Indeed, without the Primary Reserve Force, the Canadian Forces could not meet its obligations. We have to protect domestic sovereignty and continental security, and we also have to be able to sustain international deployments. However, the value that Reservists bring is not only to the military establishment, but to their civilian work places, their communities and their country as well.

There is little that distinguishes the Primary Reserve Force from their Regular Force counterparts. Training and professional development are closely aligned and in some cases, the same. The one key difference is that Reservists require the support of their employers or educators to perform military duties wherever and whenever they are called upon. Employers and educators benefit from the skills and experience Reservists gain during military training, courses and operations; and the Canadian Forces appreciates the sacrifices they make when they grant Primary Reservists military leave.

This is a time of review and transformation for many nations' militaries but there is still a continuing need to deploy significant numbers of military personnel at home and abroad. Reservists play a fundamental role

in the Canadian Forces and in Canada's defence priorities. Indeed, without the Primary Reserve, the Canadian Forces could not meet its many obligations protecting domestic sovereignty and continental security while also sustaining international deployments. The value of Reserve service and the contribution of Reservists is not only of significance to the military, but to their civilian workplaces, their communities and our nation.

This Annual Report highlights the Council's efforts and accomplishments, achieved through the hard work completed by the civilian volunteers, the Field Services staff and Secretariat, Reservists themselves, and their employers, under the guidance of Mr. John Eaton and my predecessor Major-General Dennis Tabbarnor. I feel very honoured to accept the appointment of Chief Reserves and Cadets and to have the opportunity to work with such a dynamic group of people.

In the coming years we can anticipate a continued reliance upon the Reserve Force. This will require a commitment to ensuring the availability and readiness of our Reservists, making the role of the CFLC even more important.



Jennifer J. Bennett
Rear-Admiral
Chief Reserves and Cadets

Biography: <http://www.cmp-cpm.forces.gc.ca/dsa-dns/sa-ns/ab/sobv-vbos-eng.asp?mAction=View&mBiographyID=297>

INTRODUCTION TO THE ANNUAL REPORT

This is the third Annual Report published by the Canadian Forces Liaison Council (CFLC). This report is intended to provide an overview of CFLC's activities and programs and its achievements, and how they align with CFLC's *Five-Year Strategic Plan 2009-2013*.

Through the delivery of both the mandated Outreach and Inreach programming, the CFLC has identified a number of measurable deliverables which will be included in this report. At the present time, these deliverables include 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 the Provincial, Territorial and National Awards.

CFLC's mandated activities can be broken down into two main themes – Inreach and Outreach. Inreach activities are focussed directly on Primary Reservists and support to Primary Reserve Units through the Reserve Unit Support Program (RUSP) and the Reservists' Assistance Program (RAP). The Outreach Program is designed to raise awareness of the Canadian Forces, the Primary Reserve Force and the merits of military training in the civilian work environment. The Outreach Program is aimed at organization leaders in Canada, with a view to seeking employer support for Reservists, through direct and indirect contact and support. Outreach Programs include: ExecuTreks, the Awards and Recognition Program and public relations activities.



CFLC OVERVIEW

CFLC works to assist military commanders to maintain required levels of Primary Reservist employment and training standards. The Council's activities are guided by the *Five-Year Strategic Plan 2009-2013* published in 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 coordinated by Canadian Forces Liaison Council which is managed by a volunteer Council of Directors supported by a group of more than 200 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 by highlighting the benefits of Reserve training and experience to the civilian workplace, government institutions, and academia. Additionally, they assist

individual Reservists and Reserve Units in matters related to employer support.

The CFLC network is led by the National Chair of the Council and who is appointed by the Minister of National Defence. The Chair is assisted by a National Vice-Chair, 10 Provincial Chairs, one Territorial Chair, and 11 Provincial and Territorial Councils (all volunteer). CFLC is constituted by the Minister of National Defence. The military Field Services located across Canada and the Ottawa-based Secretariat operate under the leadership of the Chief Reserves and Cadets, who is under the direction of the Vice Chief of the Defence Staff.

The Council encourages civilian employers and educational institutions to grant Primary Reservists military leave 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 Primary 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.*

CFLC'S OPERATING ENVIRONMENT

CFLC is situated within the Chief Reserves and Cadets Division of the Vice Chief of the Defence Staff (VCDS) Group of the Department of National Defence. CFLC is funded by the VCDS, recognizing the Council's operational role as a force enabler. CFLC's operational activities are based on two key defence tasks (*Provide Force Elements* and *Program Governance*) as directed by the VCDS.

In the past decade, the Canadian Forces has operated at a higher tempo than it has done in the preceding 50 years. Domestic and international operations have required Reservists to serve in greater numbers, and at times on short notice. This past year they have assisted with avalanche control for Op PALACI, Northern sovereignty for Op NUNALIVUT and Op NANOOK, and interception of a migrant ship for Op POSEIDON. They assisted in securing high-profile domestic events such as the G8 and G20 summits during Op CADENCE. In Newfoundland and Labrador, Primary Reservists were

called upon to assist with hurricane relief for Op LAMA. Op CARIBBE required Reservists to assist in the interdiction of drug trafficking in the waters of the Caribbean Basin and the East Pacific. Additionally, Naval Reservists are responsible for patrolling the nation's coastlines in Maritime Coastal Defence Vessels.

Primary Reservists from all elements have served on the front lines of Canada's international operations – from West Africa to the Somali Coast, from Haiti to Kandahar. It has been a very busy decade for the Canadian Forces as a whole, and the Primary Reserve Force has responded in measure with a very high commitment of personnel.

Beyond the operations, the ordinary cycle of training and administration has continued – all of which have required Reservists to balance their military and civilian lives. In this environment, the need for employer and educational institution support has increased.



OUR STAKEHOLDERS AND PARTNERS

Stakeholders

CFLC's largest stakeholder is the individual Primary Reservist. CFLC is committed to ensuring that Canada's Primary Reserve Force is operationally ready and therefore ensuring that each Reservist is prepared and available. In return, CFLC must maintain a strong relationship with the employers and educational institutions that grant Reservists military leave.

Additionally, a number of organizations and individuals also 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; Senior Reserve Advisors; the Chief Military Personnel; and the Assistant Deputy Minister (Public Affairs).

Complementary Partners

Several external organizations facilitate CFLC's service to its stakeholders and help CFLC reach its goals. CFLC has partnered with Labour Program, a division within Human Resources and Skills Development Canada, and meets twice a year to discuss issues that affect Reservists employed in federally regulated industries and their employers. In addition, CFLC has collaborated with the C.D. Howe Institute, Canada Company, Joint Task Force Commanders, Director Military Family Services, and allied partner nations.



KEY ACCOMPLISHMENTS 2010/2011

Measuring Our Successes

This fiscal year, the Council was focussed on renewal, awards and recognition, and the planning of the International Conference on Employer Support for the Reserves 2011, amongst the myriad of normal operating events undertaken to demonstrate the value of Reservists. The Council's Key Accomplishments have been highlighted, and details on other activities are outlined throughout this year's report. As with many organizations, CFLC is constantly seeking ways to improve reporting by highlighting the outcomes attributed to its activities.

Managing Finances

The success of CFLC's programs and activities is dependent on the valuable time that is volunteered by the more than 200 Chairs and Directors that comprise the National and Provincial Councils. These volunteers contribute their time and effort to inform employers and educators on the benefits of military training undertaken by Primary Reservists and encourage those employers and educators to grant military leave. The Canadian Forces is greatly appreciative of the extraordinary contributions that these business executives and educational leaders provide to their nation's security and defence – it is a true act of patriotism.

CFLC's programs and activities are fully subsidized by the Government of Canada, and this funding is greatly valued, particularly during these times of economic constraint. The financing of all CFLC activities, for which funds are solicited on an annual basis through the Business Planning Cycle, is in accordance with Departmental and Treasury Board policies. Funding for the delivery of CFLC activities for Fiscal Year 2010/2011 was \$1,138,985. CFLC activities include program, administration, and support costs, plus Class A pay for the Field Services staff. Secretariat and administrative costs in the table below include administration costs and salaries for civilian and full-time military staff; however, the funding for the staff is not part of the funding for the delivery of the CFLC program. All funds are included in, and reported on, through the Divisional budget of the Chief Reserves and Cadets.

CFLC held a total of 75 events for Fiscal Year 2010/2011, for a total cost of \$320,549. The Council's internal business processes have been modified to keep pace with the evolution in Federal Government financial management regulations.

CFLC Expenditures by Program Lines

Fiscal Year 2010/2011

	Total Costs*	Percent
Obtaining Employer Support		
ExecuTreks	\$ 438,200.52	23.9%
General Outreach (excluding ExecuTreks)	\$ 103,705.83	5.6%
Unit Events	\$ 33,309.58	1.8%
Recognition of Supportive Employers		
National Awards	\$ 2,736.04	0.1%
Provincial Awards	\$ 232,132.18	12.6%
Support of Reservists		
RAP, RUSP, and In-Reach	\$ 96,971.79	5.3%
Interpreting, Developing and Promulgating ML Policies		
	\$ 44,007.00	2.4%
Information Activities		
Publications	\$ 113,753.82	6.2%
Translation Services	\$ 87,279.07	4.8%
Promotional Items	\$ 9,612.49	0.5%
Council Activities		
National Meetings	\$ 122,364.05	6.7%
Provincial Meetings	\$ 69,525.22	3.8%
Field Services and Training	\$ 95,537.56	5.2%
Provision of Management and Administration Services		
Management Costs	\$ 122,216.95	6.7%
Personnel and Financial Administration	\$ 85,283.89	4.6%
Legal and Consulting Services	\$ 64,985.00	3.5%
Data and Information Services	\$ 114,358.00	6.2%
Total	\$ 1,835,979.00	100.0%

* Includes budgetary costs incurred in the operating budget, costs for the Field Services personnel, and costs for the Secretariat allocated by Program Line.

National and Provincial Council Meetings

This fiscal year, CFLC held one National Council meeting in Fredericton, New Brunswick in October 2010. This meeting 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. The newly appointed Vice Chief of the Defence Staff attended this meeting and extended his support and appreciation for the Council's efforts. A Strategic Planning Meeting was held in Caledon, Ontario in March 2011. Positive discussions took place on CFLC's governance structure in which CFLC's mission, vision and mandate were affirmed and an implementation plan was developed. Provincial Chairs and their Directors held several Provincial Council Meetings throughout the year in their respective provinces and in the North.

Liaison Officer Training Sessions and Working Groups

CFLC conducted one Liaison Officer (LO) training session for newly appointed Liaison Officers in Ottawa, Ontario in September 2010. The purpose of this training was to introduce new Liaison Officers to the CFLC organization and instruct the Liaison Officers on the requirements of their position. In addition, the CFLC Secretariat provided information on what Liaison Officers could expect for support. The September 2010 session also provided an opportunity for the new Liaison Officers to meet a Provincial Chair and an experienced LO and hear the Chair and experienced Liaison Officer's perspective on Outreach and Inreach Activities.

A Field Services Workshop was convened in January 2011 where all Regional Liaison Officers (RLO) and Liaison Officers from across Canada met in Ottawa to receive updates on the latest developments in CFLC and to assist them in planning for the Provincial Awards Ceremonies that were held in February and March 2011. A further focus of the weekend-long workshop was syndicate work to identify the gaps and requirements to update the Liaison Officer and Military Leave Representative Training Programs, and make recommendations for the revision of the Awards and Recognition Program and ExecuTrek Standard Operating Procedures.

These valuable training sessions and workshops afforded the opportunity to share best practices, discuss activities, and provide updates to issues that are relevant to CFLC operations.

Planning for the International Conference on Employer Support for the Reserves in 2011

The International Conference on Employer Support for the Reserves (ICESR) is held every two years in various countries and brings together Reserve Force leaders, employers, representatives of educational institutions, and others to share information and experiences and to discuss ways of supporting Primary Reservists. The Canadian Forces Liaison Council will host the 11th conference in May 2011. The theme of the conference is *Measuring the Success of Employer Support for Reservists* and will include plenary sessions that will allow international military, political, industrial and academic leaders to present their ideas and lead detailed discussions. Many nations from across the globe have shown a keen interest in attending and include: Australia, Chile, China, Denmark,

Malaysia, the Netherlands, New Zealand, Papua New Guinea, Sweden, the United Kingdom and the United States of America. The work undertaken at the conference will ultimately lead to a better understanding of what to measure. Performance measurement for employer support will be better understood and thus nations will be in a position to define performance measurement trials unique to their circumstances post conference.

Provincial and Territorial Awards for Supportive Employers

The Canadian Forces depends on employer support to assist Primary Reservists in securing a leave of absence for military duties. To recognize the importance of employers' contributions and the sacrifices they accept in managing businesses, often without key employees, CFLC conducts a biennial Awards and Recognition Program on behalf of the Canadian Forces and the Department of National Defence. This program, which started in 1994, 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 Reservist employees and student Reservists.

This year, a record number of 205 employers and educational institutions were nominated for the Awards and Recognition Program. Provincial and Territorial Awards Ceremonies were held in each province and the North in February and March 2011. 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. In total, CFLC recognized 111 award recipients from across Canada, of which 13 were awarded to educational institutions. The National Employer Support Awards ceremony will be held in Ottawa on 1 June 2011.

Employer and educator goodwill and support of Primary Reservists remain a sought-after and valued commodity,



one that enables the Canadian Forces to conduct its business both at home and abroad. Thus, it is fitting and appropriate to appreciate and recognize the support and sacrifices of Canadian organizations.

Organization Leaders Observe Reservists in Action

The ExecuTrek program gives employers and representatives of educational institutions a first-hand view of the quality of military training and the benefits Primary Reservists gain from that training. Key ExecuTreks of note this year included two separate visits to The North. The first was to observe Reservists and Canadian Rangers in action on Op NANOOK in Iqaluit, Nunavut in August 2010. Twenty-four guests from British Columbia, Ontario, Québec, Prince Edward Island, and Newfoundland and Labrador were in attendance.

The second was an Eastern Tour in September 2010 that included stops in Nova Scotia, Newfoundland and Labrador, Nunavut, and Québec. CFLC partnered with Director Protocol and Foreign Liaison (DPFL) for the Eastern Tour ExecuTrek. DPFL guests, which included military attachés, afforded CFLC the opportunity to solicit support for the International Conference on Employer

Support for the Reserves. Furthermore, as part of implementing CFLC's *Strategic Priority 3*, the Eastern Arctic Tour allowed Canadian employers and education institution leaders the ability to observe how Reservists conduct operations in a harsh environment and maintain a standard of operational excellence.

Also of note, was the ExecuTrek to St. John's, Newfoundland in October 2010, wherein ExecuTrek guests witnessed first-hand the work of several hundred Reservists who were performing during Op LAMA – the Canadian Forces' response to the damage caused by Hurricane Igor.

ExecuTreks are an important and integral component of CFLC's Outreach program, allowing the Council to engage organization leaders by introducing employers to the benefits of Reservists' skills and training, as well as fostering relationships with supportive organizations. Sometimes employers and educators need more than one exposure to CFLC's programs to understand the value of granting military leave; and an ExecuTrek provides the opportunity to do so. A signed Statement of Support, followed by a meaningful and mutually supportive Military Leave Policy, is the desired outcome.



CFLC ExecuTreks

Fiscal Year 2010/2011

Date	ExecuTrek	Location	# of Guests
10 Apr 10	EXERCISE SCOTIAN TRAVERSE	Sydney, NS	6
5 May 10	EXERCISE SOVEREIGN GRIZZLY	Yellowknife, NT	9
26 May 10	CFLC Briefing during visit of the Young Presidents' Organization to Her Majesty's Canadian Ship CHARLOTTETOWN	Halifax, NS	35
27 May 10	Maritime Coastal Defence Vessel Daysail	Halifax, NS	25
6 – 8 Jun 10	Maritime Coastal Defence Vessel Daysail	Esquimalt, BC	28
21 Jun 10	12 ^e Régiment blindé du Canada ExecuTrek	Valcartier, QC	15
30 Jul 10	Maritime Coastal Defence Vessel Daysail	St. John's, NL	19
4 Aug 10	Borden ExecuTrek	Borden, ON	64
10 – 12 Aug 10	OPERATION NANOOK	Iqaluit, NT	28
25 Aug 10	Meaford ExecuTrek	Meaford, ON	8
7 – 12 Sep 10	Eastern Tour Visit with Directorate of Protocol & Foreign Liaison	Eastern & Northern Canada	4
7 Sep 10	Great Lakes Deployment	Toronto, ON	30
10 Sep 10	Great Lakes Deployment	Hamilton, ON	20
1 Oct 10	OPERATION LAMA	St. John's, NL	3
9 Oct 10	Lake Superior Scottish Regiment ExecuTrek	Shilo, MB	1
22 Oct 10	Maritime Coastal Defence Vessel Daysail	Esquimalt, BC	28
30 Oct 10	35 Canadian Brigade Group ExecuTrek	Cacouna, QC	25
25 Jan 11	EXERCISE WINGED WARRIOR	Edmonton, AB	9
27 Feb 11 – 1 Mar 11	Northern Québec ExecuTrek	Northern QC	11
13 – 15 Mar 11	Maritime Coastal Defence Vessel Daysail	Esquimalt, BC	21

Accomplishments in 2010/2011 – Year Three of the Five-Year Strategic Plan

CFLC's 2010/2011 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

The Minister of National Defence and other Key Departmental Leaders

In support of CFLC's *Strategic Priority 1*, CFLC continues to work with internal and external stakeholders who support the Primary Reserve Force. Throughout the year, the National Chair met with several key departmental leaders and personnel from within the Department of National Defence and the Canadian Forces, including the Minister of National Defence, and the Vice Chief of Defence Staff.

The National Chair met with the Minister of National Defence in November 2010. With a view to keeping the Minister of National Defence's office informed of relevant developments, the Executive Director met with the Minister's senior policy advisor in January 2011 to provide background information and guidance regarding Employer Support Incentives.

The National Chair also met with the Vice Chief of the Defence Staff on two occasions, once in August 2010 and once in November 2010. Discussions generally focussed on current and impending issues affecting Canada's Primary Reserve Force, CFLC's role, and the creation of a complementary relationship with Director General Personnel and Family Support Services. By meeting with the Minister of National Defence and the Vice Chief of the Defence Staff, the National Chair is able to build and enhance the relationship that CFLC has within the Department of National Defence and the Canadian Forces, thus enhancing the ability of CFLC to support Primary Reservists across Canada in acquiring a leave of absence for military training and operations.

In November 2010, the National Chair and the Executive Director were invited to speak to members of the Senate Committee on National Security and Defence (SCONSAD) about CFLC programs and initiatives, and the on-going requirement for employer and educator support to Primary Reservists.



Environmental Chiefs and Operational Commands

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 allowing for a sharing of ideas and solutions.

Additionally, the Chief Reserves and Cadets, the Executive Director and several senior Primary Reserve members attended the University of Calgary's Conference *Canadian Reserves on Operations – Lessons Learned*, in April 2010. CFLC's current connection to the Environmental Chief of Staffs are through the Senior Reserve Advisors, the Director General Reserves and Cadets, and the Chief Reserves and Cadets. The Chief Reserves and Cadets provided the keynote address, while the Executive Director was a panellist for the *Sustainment* session which included discussions on employer support, augmentation role, individual and unit deployment, family support, career path, and personnel policies.

Key Organization Leadership Groups

Adding to the Council's network of profitable partners and in keeping with *Strategic Priority 1*, the Executive Director engaged the Director Military Family Services (DMFS) to develop a proposed partnership campaign plan that would see the Military Family Services Program act in a supporting role to enhance CFLC's mission

by showcasing the level of family support offered to Primary Reserve Force members. Work continues on this initiative and it is expected that this partnering of CFLC and DMFS will benefit both organizations and allow for an effective and efficient targeted marketing campaign.

External Partners

In August 2010, in Norway and again in January 2011 in Norfolk, Virginia, the Chief Reserves and Cadets attended meetings of the National Reserve Forces Committee (NRFC) and the International Reserve Capability Forum (IRCF) in Washington, District of Columbia. During ICESR, NRFC, and IRCF, the Chief Reserves and Cadets was able to utilize the opportunity to discuss topics related to CFLC and employer support programs, as well as promote the International Conference on Employer Support for the Reserves 2011 scheduled for June in Ottawa.

The Canadian Forces Primary Reserve Force currently has three Memoranda of Understanding (MOU), one with Australia, one with the United Kingdom, and one with the United States of America. The MOU is an agreement between Canada and the other nation that allows Primary Reservists to maintain Reserve status while working and studying in another country. A similar MOU is being developed with New Zealand.

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 (JPL) for Reservists

Job Protection Legislation acknowledges the vital role of Reservists' service and sacrifice to Canada. 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 a military leave of absence 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. Therefore, CFLC continues to work with key stakeholders and partners to ensure that Reservists and employers are aware of and understand the implications of Job Protection Legislation through education and communication. In some cases, however, Reservists seek out further information and guidance from CFLC through the Reservists' Assistance Program (RAP) and the Reserve Unit Support Program (RUSP).

This year, 22 RAP inquiries, half the amount from the previous year, were handled by the Secretariat, the Field Services and the civilian volunteers. In most

instances, the provision of information concerning Job Protection Legislation for Reservists was sufficient to resolve the query. Several inquiries 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 periods of service being given. 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 upcoming years. A possible explanation for the decrease in the number of RAP inquiries for the past fiscal year could be due to the information that CFLC's website provides for Reservists, employers and educators. Additionally, employers and educators are better informed through CFLC publications.

Through RUSP, CFLC provides Reservists and Reserve Unit Commanding Officers with information, suggested activities, methods of approach and assistance to enhance their relationship with and gain the support of employers and educational institutions.

Education and Communication

CFLC has been educating internal and external audiences about JPL through a variety of communications. The CFLC website (www.cflc.forces.gc.ca) has a JPL section, with external links to the legislation from various Federal, Provincial and Territorial jurisdictions. Two CFLC publications continue to be distributed electronically from the website and by hard copy: *Reserved Jobs: Job Protection Legislation and You*, and the *Job Protection Legislation Pamphlet*. Information on JPL has been incorporated into many CFLC Outreach functions, such as ExecuTalks, business lunches, trade show booths, and presentations given during ExecuTreks. Internally, Liaison Officers and Military Leave Representatives are briefed as to how JPL may affect Primary Reservists within their jurisdictions.

Input to Regulation Development: 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 fiscal year, the Council had discussions with the Governments of Nova Scotia and New Brunswick, aimed at providing clarity of terminology on their respective JPL. The Provincial Councils and the Secretariat will continue to assist provinces looking to review their legislation in 2011/2012.

Solicitation of input from key business/employer organizations from across Canada on legislation impact in order to influence future initiatives:

1. Partnering with the Labour Program, Human Resources and Skills Development Canada (HRSDC)

Two years ago, the Council signed a Memorandum of Understanding (MOU) with the Labour Program at HRSDC. A formal working group, which meets twice a year, was established in 2009/2010 and is co-chaired by the CFLC Executive Director and the Senior Director Labour Standards and Workplace Equity at Labour Program. The working group continues to share information to ensure that both sides have a good understanding of each other's responsibilities and activities with respect to the Federal Job Protection Legislation (Bill C-40). CFLC and the Labour Program work in concert to develop policies, procedures, legislative initiatives and guidelines related to Reservist leave.

2. The Appointment of a Provincial Interface between the Military and the Provinces

The National Council of CFLC continues to engage provincial governments by encouraging the appointment of a minister or an elected member to represent military interests in the province. Military envoys have been named in Nova Scotia, Manitoba, Saskatchewan, British Columbia, New Brunswick, and Newfoundland and Labrador.

STRATEGIC PRIORITY 3: IMPLEMENT OPERATIONAL EXCELLENCE

...FOR ALL CFLC OPERATIONS.

Unit Events

In support of CFLC's *Strategic Priority 3*, which focuses on implementing operational excellence for all CFLC operations, CFLC supports Primary 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, a total of four Unit Events were held. CFLC hosted 177 civilian guests at these events, more than double the number from last year. Guests, most of whom were employers of Reservists, were shown exhibits which demonstrated the effectiveness of Reserve training. Unit Events are a cost-effective and beneficial means of illustrating to employers and educational institution leaders the training that Reservists undergo. CFLC will aim to increase the number of Unit Events in the coming years with Unit Commanding Officers being asked to host one during their tenure.



CFLC Unit Events

FY 2010/2011

Date	Unit	Location
13 Oct 10	749 (Red Deer) Communication Squadron	Red Deer, AB
20 Nov 10	39 Canadian Brigade Group	Chilliwack, BC
5 Feb 11	Her Majesty's Canadian Ship MONTCALM	Québec, QC
9 Mar 11	Her Majesty's Canadian Ship CATARAQUI	Kingston, ON



ExecuTalks

Last year, CFLC implemented a new means of explaining to employers, educational institutions, supervisors, and human resources professionals the valued skills Primary 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 an event hosted by another organization. ExecuTalks allows leaders the opportunity to discuss the skills of Reservists acquired from military training and how these skills can benefit employers. ExecuTalks are gaining traction as they are easily accessible to local business communities, and are an effective means for the Council to reach out and build relationships with employers. This past fiscal year, CFLC held three ExecuTalks in Saskatchewan, Ontario, and the North.

In a combined ExecuTalk and acknowledgement of supportive employers, the Council hosted a “thank you” luncheon in November 2010 at Canadian Forces Station St. John’s, Newfoundland and Labrador, for those

supportive employers who granted a short-notice military leave of absence to their Reservist employees participating in Op LAMA, the Canadian Forces response to Hurricane Igor. Guests received a presentation by Brigadier-General Anthony Stack, Commander of Op LAMA. Approximately 200 Reservists were essential to the success of that operation. Likewise, their supportive employers were equally indispensable to the outcome.

ExecuTalks provide CFLC with the opportunity to reach a large audience base with general information. Speaking engagements of this nature are a key tool for the Council to increase awareness and build relationships. Cost-effective, these partnering strategies offer a win-win situation, as the return on investment is sizable whereas the cost per participant is minimal. As a high-impact forum, these dynamic discussions between senior military, academic and business leaders complement CFLC’s ExecuTrek program by providing thought-provoking interviews and interactive panels delivered by Canada’s military leaders of distinction. These events provide an opportunity to convert prospective supporters into informed and committed employers and educators.



ExecuTrek Program Secures Employer Support

In addition to being a valuable shared experience between the employer and Reservist-employee, ExecuTreks provide organization leaders with an opportunity to better understand, through observation, the leadership skills and trade-related training Reservists acquire – skills and training that are relevant and valuable to the civilian work environment.

CFLC conducted 20 ExecuTreks this year, an increase of three over last year. Combined, 401 employers and representatives of educational institutions were in attendance. CFLC acquired 205 Statement of Support Cards from these ExecuTreks. Key ExecuTreks included two visits to the North, an Eastern Tour, and a visit to Op LAMA.

With fewer guests in attendance than at ExecuTalks, ExecuTreks provided CFLC with the opportunity to develop closer, more personal relationships with employers by providing more detailed and tailored information, and by demonstrating the value of the Primary Reservists' skill-set.

Profitable Partnerships – From First Contact to a Military Leave Policy and Beyond

Obtaining the goodwill, support, and cooperation of employers and educational institutions – to ensure that Primary Reservists are available for their military training and operations – is a multi-faceted and on-going process that can last several months to a year or more. Developing profitable partnerships between the Canadian Forces and organization leaders spans the gamut of initial contact and awareness, to obtaining a Statement of Support for the Reserve Force and ultimately, implementing a Military Leave Policy.

Nurturing these relationships involves active and enduring participation and coordination from the Council, the Reservist, and at times, the Reservist's Chain of Command. A concerted and continual investment of time and resources is needed throughout the process, during which time the suite of CFLC's activities and programs are initialized, according to the needs and timelines of the civilian organization. These activities are interconnected and ensure that employers and educators are aware of both Canada's need for Reservists and the value of Reservists' military skills to the civilian workplace.



A Military Leave Policy is in essence a social contract between an employer or educational institution and the Reservist employee or student Reservist. The Council encourages and assists employers and educational institutions to develop military leave policies as part of their overall Human Resources Management Strategy to allow Reservists military leave. Doing so allows the Reservist to take military leave in order to further develop their military skill-set and competencies with a concomitant benefit to the civilian organization. By voluntarily instituting such policies, employers and educational institutions demonstrate their support for Primary 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. While organizations are not required to file their Military Leave Policies with CFLC, the Council is always pleased to receive a copy, on a voluntary basis, to store in the CFLC database for reference purposes. There are currently 216 military leave policies in the CFLC national database.

The efforts of the Council and the contribution of the employer do not end with the drafting of a Military Leave Policy. The continued cooperation and understanding from supervisors and colleagues are required as once military leave has been granted the company must adapt in order to maintain operations. In the Reservist's absence, adjustments may involve hiring and training additional staff or other employees absorbing the workload. This goodwill is appreciated and is applauded through CFLC's Awards and Recognition Program.

Signing Ceremonies, Declarations of Support, and Certificates of Appreciation

Supportive employers and educational institutions are recognized throughout the year at various signing ceremonies. Of note, a signing ceremony in Ottawa, Ontario in May 2010 saw both the Canadian Office of the Building and Construction Trades Department and the National Construction Labour Relations Association sign Declarations of Support for the Reserve Force. The Canadian construction industry employs more than 500,000, and has several programs which can benefit Reservists. These declarations culminated a two-year effort by the Council to bring to fruition the approval of the construction industry's Joint Policy Statement on Military Leave.

A Signing Ceremony was held in Fredericton, New Brunswick, wherein several employers signed Declarations of Support for the Reserve Force and Certificates of Appreciation were presented to employers in recognition of their support. This fiscal year, more than 115 Certificates of Appreciation were presented to supportive employers and educational institutions at several recognition ceremonies held across Canada. This is a substantial increase from last fiscal year due primarily to the Awards and Recognition Program biennial cycle.



Statements of Support

The Statement of Support for the Reserve Force is CFLC's key mechanism for registering employer support for the Reserve Force and maintaining contact with supportive employers. CFLC received 217 new Statement of Support Cards, a decrease from last year's number of 275. This reduction can be attributed to the decreased number of Outreach opportunities, and other CFLC activities that took priority. These activities included focussing on internal governance, and planning for the Provincial and National Employer Support Awards and the International Conference on Employer Support for the Reserves. At the end of the fiscal year, 5,669 Statements of Support were registered in CFLC's national database, an increase from last year's number of 5,537. For Fiscal Year 2011/2012, CFLC will re-focus its efforts on garnering Statements of Support and encouraging the implementation of Military Leave Policies.

Providing Briefings and Training to Reserve Units

The Council's Field Services staff, comprised of Regional Liaison Officers at the rank of Colonel/Captain(N) and Liaison Officers at the rank of Lieutenant-Colonel/Commander, are mandated to regularly visit more than 300 locations across Canada where Primary Reservists parade. Each Liaison Officer aims to visit each Unit

in their area at least once throughout the fiscal year. Going forward, CFLC will be more actively tracking this information in the Quarterly Effectiveness Report. These Liaison Officer visits consist of information briefings to advise Commanding Officers and Reservists of CFLC's programs and activities, and conducting training sessions for Military Leave Representatives. Liaison Officers have also been invited to speak at pre and post-deployment briefings held at the local level. In this manner, hundreds of Primary Reservists are introduced to or updated on CFLC's programs and activities, and the support they can access through their respective Liaison Officer.

Development of Products to Increase Awareness

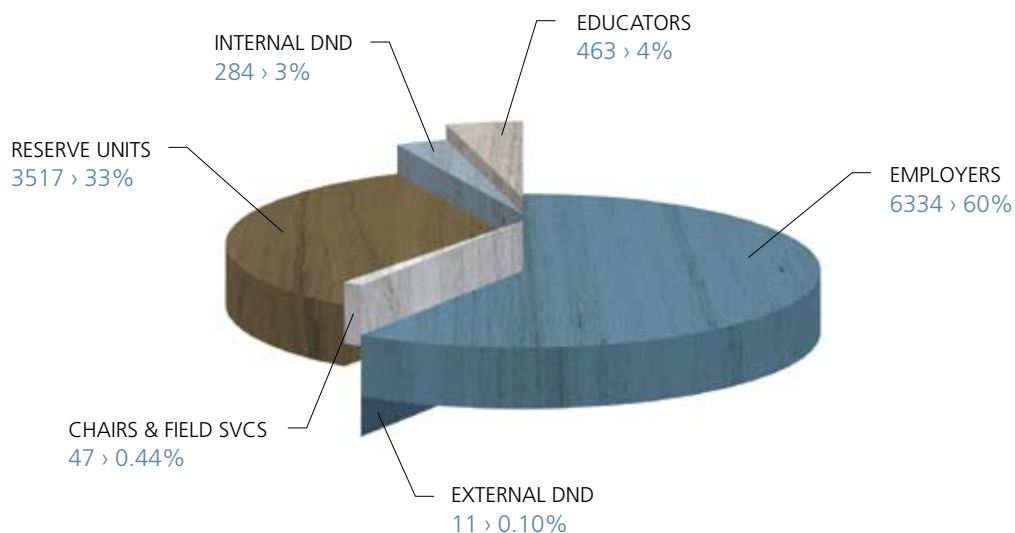
To increase coordinated media coverage and public awareness of the Council's activities, a toolkit and checklist were created by Director General Reserves and Cadets Public Affairs staff to assist Liaison Officers who are responsible for the execution of events and awards ceremonies. Furthermore, a generic slide presentation was developed to provide stakeholders and interested parties with information about CFLC's programs and activities. The next phase is to increase Outreach through the implementation of an electronic communications strategy.

Alliance, The Council's Newsletter

Alliance, the CFLC quarterly newsletter, is distributed to employers, educational institutions, military commanders, Reserve Units and inter-governmental and international partners. *Alliance* focuses on ExecuTreks, Job Protection Legislation, the CFLC 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 duties. *Alliance* was published four times in Fiscal Year 2010/2011. Past editions of *Alliance* are available through the CFLC website (<http://www.cflc.forces.gc.ca/new-sp/all/index-eng.asp>). Subscription to *Alliance* is free and more than 10,000 copies of each issue are mailed out quarterly. An intended deliverable for the CFLC National Employer Information System database is to validate addressees and thereby reduce the number of returned copies.

Alliance Distribution



Notes:

1. "Internal DND" refers to various command levels
2. "External DND" refers to Military Envoys and Foreign Attachés

Refreshing the CFLC Internet Website

CFLC's presence on the internet (www.cflc.forces.gc.ca) continued to evolve this year, with a revitalized home page that included a rotating story carousel, the addition of a dedicated webpage for the 2011 International Conference on Employer Support for the Reserves, and an updated and streamlined presentation of CFLC's Tools and Programs. CFLC's suite of publications, including the *Alliance* newsletter, continue to be available online. Nominations for CFLC's Awards and Recognitions programs can be submitted online, as can requests to participate in an ExecuTrek. This fiscal year marks the first time that website statistics were tracked. The total number of visits to CFLC's website from April 1, 2010, to March 31, 2011, was more than 29,000, and the number of page views was more than 41,000.¹

Generating Awareness

As part of its Outreach program, CFLC was present at and staffed a display booth at two trade shows this fiscal year. Local CFLC Liaison Officers were present at the Federation of Canadian Municipalities Trade Show, held in Toronto, Ontario in May 2010; and the Financial Management Institute of Canada, Public Sector Management Workshop, held in Halifax, Nova Scotia in June 2010.

Responding to Queries

The CFLC Secretariat responds regularly to requests for information through the use of a toll-free telephone line and a positional email address. Fewer in number than in previous years, 106 phone calls and 110 emails were logged. The calls and correspondence included queries directly from Primary Reservists asking for assistance

¹ A 'visit' is a series of actions that begins when a visitor views their first page from the server, and ends when the visitor leaves the site or remains idle beyond the idle time limit, which is thirty minutes. A 'page view' is a hit to any file classified as a page.



with their employer; employers asking for assistance to develop Military Leave Policies within their organization; general questions about Job Protection Legislation for Reservists; and information about CFLC's programs and activities. A portion of the calls and emails did not pertain to CFLC's mandate and were re-directed to other organizations within the Department, such as Recruiting or the Environmental Chains of Command.

Development of the Employer Information System (EIS) Database

The Employer Information System (EIS) Database continued to evolve this year. At end state, it is envisioned that the database will consist of five modules: *Organization* which contains the complete database of employers; *Contact Information* for all registered organizations; *Statements of Support* illustrating organizations that have declared varying levels of support for the Primary Reserves; *Events* which enables all CFLC personnel to view, nominate and invite employers to CFLC events; and *Reports* to extract employer support information and statistics. The first and second rounds of limited user acceptance testing were conducted in the spring of 2010, with the first three modules coming online in August 2010 allowing users to access the organizations which have pledged employer support to the Reserves. Progress is being made on the development of the remaining two modules, *Events* and *Reports*, with an expected release date in autumn 2011, along with updated versions of the three previously released modules. As of April 2010, every record in the database was reviewed and updated. The EIS provides 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 conduct follow-up.

Strengthening the Governance Framework

Good governance is a requirement for all organizations. Effective governance ensures objectives are realized, resources are well managed and the interests of stakeholders are reflected in key decisions. This year, the Council engaged in a governance assessment process, conducted by a third-party contractor specializing in governance review. The Council's By-laws and operating procedures were reviewed along with the organization's structure, reporting relationships, and lines of authority and responsibility.

In the upcoming months, CFLC will:

- › Clarify roles and expectations;
- › Define appointment procedures;
- › Formalize Terms of Reference for all CFLC volunteers;
- › Enhance its transparency and accountability; and
- › Update the Standard Operating Procedures.

The Council will confirm the requirement for its services with military advisors, Reservists and employers alike and will confirm its mandate definition and support structures. The Council's existing performance measurement framework will be better aligned with government requirements. Confirmation of Ministerial direction and approval of the Council's structure will be sought from the Minister of National Defence, the Chief of the Defence Staff and the Vice Chief of Defence Staff. As a result, CFLC's strategic priorities will be enhanced and the resulting framework will support and enable the governance model, thereby, strengthening the Council's efficacy in meeting its mandate.

ANNEX A

ORGANIZATION AND INTERACTION **CFLC Secretariat**

National Council

The function of the National Council is to foster contacts with businesses, government and municipal agencies, and other organizations to facilitate the link between the civilian community and the Department of National Defence with respect to the consideration and treatment of Reservists. The National Chair is appointed by the Minister of National Defence. The Vice Chair is normally selected from the network of Provincial Chairs and is appointed by the National Chair. These appointments are granted entirely at the discretion of the appointment authority.

Provincial Councils

Provincial Councils are organizations established by the Provincial Chairs to carry out the CFLC's national mandate and objectives at the provincial level, using the approach and programs of the CFLC. Provincial Chairs also establish regional or local councils, as warranted by the size of the population or geographic area.

Liaison Officers

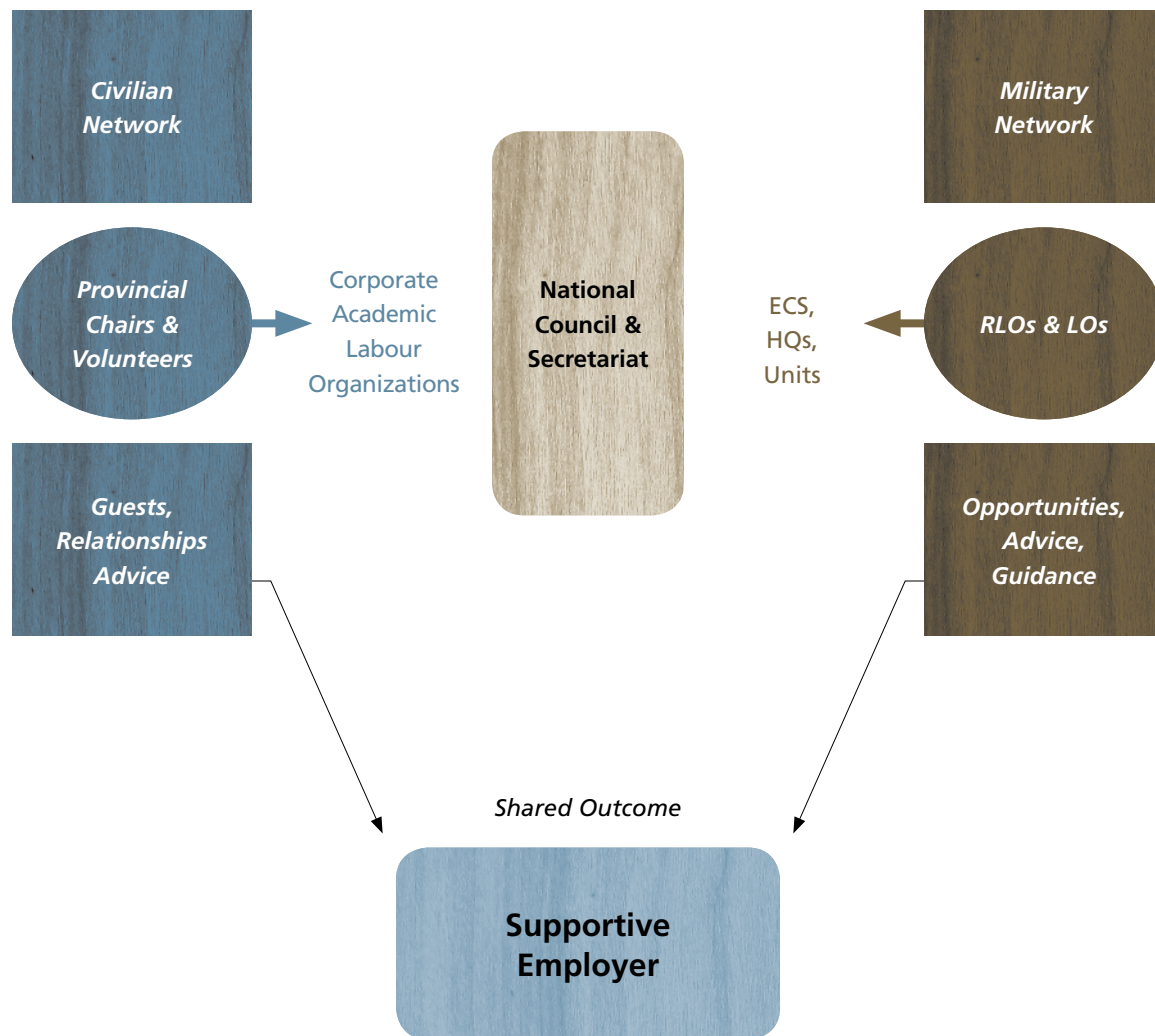
The function of the CFLC Liaison Officers is to maintain a relationship between the civilian members of the Council and the military in general.

The function of the Secretariat is to provide direction, guidance, coordination and support to both the Council and the Liaison Officers in support of the CFLC programs and activities.

Relationships

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 Canada. The Executive Director is also responsible for maintaining good working relationships with international partners in order to assist in finding solutions to common problems.

Networks & Relationships



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 (outgoing)	Chief Reserves and Cadets	Canadian Forces
RAdm Jennifer J. Bennett, OMM, CD	Chief Reserves and Cadets (incoming)	Chief Reserves and Cadets	Canadian Forces
BGen Jay Milne, CD	Director General Reserves and Cadets	Director General Reserves and Cadets	Canadian Forces
Capt(N) Jamie Cotter, CD	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 (outgoing)	Vice-President	CIBC Wood Gundy
Mrs. Sue Kathler, CD	Manitoba and Northwest Ontario Chair (incoming)	Vice-President	People First HR Services
Mrs. Sonja Bata, OC	Ontario Chair	Director	Bata Limited
Mr. Jean Fournier, CM, C.Q., Ad.E.	Québec Chair	Président	Groupe de Fournier Inc.
Ms. Elisabeth Rybak	New Brunswick Chair	Founder	Novagrowth
Mr. John A. Young, Q.C.	Nova Scotia Chair	Managing Partner	BOYNECLARKE LLP
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 Transpor- tation, Government of the Northwest Territories
Mr. Dale Hedges, CMA, CMD, FCMA	Strategic Consultant	Chair	Western Management Consultants

SECRETARIAT CONTACT INFORMATION

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Telephone Toll-Free: 1-800-567-9908

Telephone 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 – Captain (Navy) Jamie Cotter, CD

James.Cotter2@forces.gc.ca

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Coordinator – Lieutenant-Colonel Heather Thorne-Albright, CD

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Operations and Planning Officer – Lieutenant-Commander Heather Gerrior, CD

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Administration Officer – Lieutenant-Commander Murray Hatt, CD

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