



SERVING CANADA'S DEFENCE COMMUNITY | ANNUAL REPORT 2008-2009



Canada

Ombudsman

National Defence  
and Canadian Forces



Défense nationale  
et Forces canadiennes

June 8, 2009

The Honourable Peter G. MacKay, P.C., Q.C., M.P.  
Minister of National Defence  
Major-General George R. Pearkes Building  
101 Colonel By Drive  
Ottawa, Ontario  
K1A 0K2

Dear Minister,

I am pleased to submit to you *Serving Canada's Defence Community*, the 2008-2009 Annual Report for the Office of the Ombudsman for the Department of National Defence and the Canadian Forces.

This report provides an overview of our activities and operations from the beginning of April 2008 to the end of March 2009. It highlights, in particular, the achievements of our office as we work to ensure openness and fair treatment for the members of Canada's Defence community.

Yours truly,

Pierre Daigle  
Ombudsman for the Department of National Defence and the Canadian Forces



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# Ombudsman's Message

Since taking over as Ombudsman for the Department of National Defence and the Canadian Forces only a few short months ago, I have come to appreciate the critical role that this office plays in the lives of all members of Canada's Defence community.



Over the past year alone, Ombudsman investigators and intake officers handled 1,561 individual cases from Canadian Forces members, departmental employees and their families. These cases form the bulk of the work carried out by our office and, although they usually take place far from public view, they represent a fundamental tenet of our office: **we are here to help.**

I encourage all members of the Defence community to contact us if they have a concern with the way in which they have been treated by the Department or the Canadian Forces. Anyone who brings a concern or complaint to our office can do so without fear of reprisal and with the knowledge that all information will be treated as confidential.

Over the past decade, the office has also brought about positive and lasting change through the completion of more than 20 broader systemic investigations. In 2008-2009, the office released two special reports that should lead to significant improvements in the care and treatment received by injured Reservists, as well as Canadian Forces members, and their families, suffering from post-traumatic stress disorder and other operational stress injuries.

While I am honoured to have been appointed Ombudsman, the work outlined in this annual report represents the efforts of a dedicated team of professionals who, until my arrival, were led by Interim Ombudsman, Ms. Mary McFadyen. I would like to take this opportunity to thank Ms. McFadyen for the leadership and direction that she provided to the office during her 14 month tenure.

As I start my new mandate, it is clear that a great deal has changed within the Department and the Canadian Forces since our office was established in 1998. It is equally clear that many of these changes have had a considerable impact on the lives of the people who live and work in the Defence community. My challenge – our challenge – going forward is to keep pace with these changes and ensure that our work, carried out on behalf of the men and women of the Canadian Forces, departmental employees and their families, continues to be timely, relevant and long-lasting.

I look forward to working with the strong team in our office to build upon an impressive decade of achievement.





## An Office that Can Help



The Office of the Ombudsman was created in 1998 to increase openness and transparency in the Department of National Defence and the Canadian Forces, as well as to ensure the fair treatment of concerns raised by Canadian Forces members, departmental employees, and their families.

The office acts as a direct source of information, referral and education. It helps members of the Defence community navigate a large and complex organization in order to access existing channels of assistance or redress when they have a complaint or concern.

The office is also responsible for reviewing and investigating concerns and complaints from current and former Canadian Forces members, departmental employees, military family members and other constituents who believe that they have been treated improperly or unfairly by the Department of National Defence or the Canadian Forces.

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**Our mission is to bring positive change to the Defence community because we care about the people we serve.**

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Ombudsman investigators always attempt to resolve complaints informally and at the lowest level possible. However, complaints can also be the subject of thorough investigations, leading to a formal report with findings and recommendations that are made public.

More broadly, the Ombudsman has a mandate to investigate and make recommendations to improve the overall well-being and quality of life of the members of the Defence community. Investigations from the office have produced substantial and long-lasting improvements in the Canadian Forces, including important changes in the areas of post-traumatic stress disorder and operational stress injuries, and improvements in the treatment received by the families of military members who are killed in the course of their service to Canada.

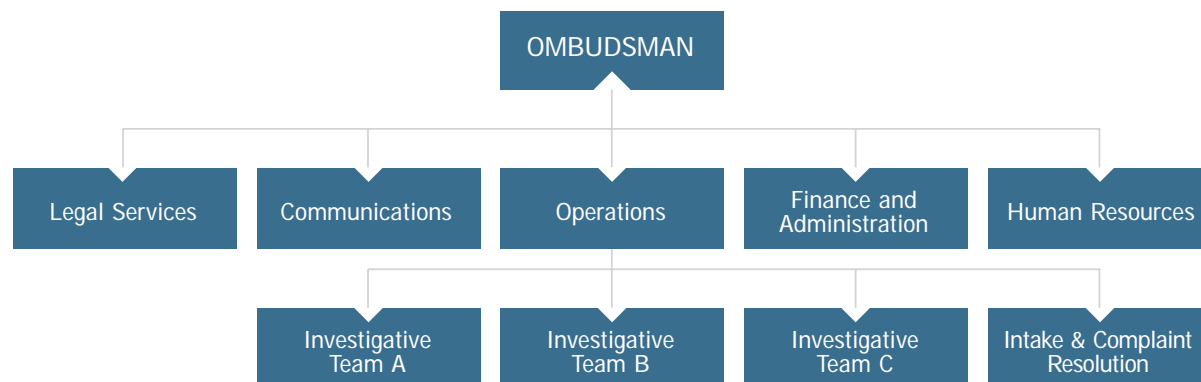
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**Independent and impartial, we are dedicated to fairness for all.**

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The Ombudsman is completely independent of the military chain of command and senior civilian management, reporting directly to the Minister of National Defence. The Ombudsman is appointed to the position by the Governor in Council under legislation. The office, itself, derives its authority from Ministerial Directives and their accompanying Defence Administrative Orders and Directives.

The Ombudsman is supported by an office of more than fifty public servants, including investigators, complaint resolution officers and intake officers with a great deal of knowledge and expertise in military matters. Ombudsman investigators include former local and national police officers, former Canadian Forces members of all ranks and occupations, public servants from across the federal government and a former ombudsman from another jurisdiction.



The Office of the Ombudsman stands ready to help members of the Defence community, including:

- Current and former members of the Canadian Forces (Regular Force and Reservists);
- Current and former employees of the Department of National Defence;
- Current and former members of the Cadets;
- Current and former Non-Public Fund employees;
- Individuals applying to become a member of the Canadian Forces;
- Immediate family members of any of the above-mentioned; and
- Individuals on exchange or secondment with the Canadian Forces.

Members of the Defence community who bring a concern or complaint to the Ombudsman's Office can do so without fear of reprisal. In addition, all information obtained by the office during the handling of cases is treated as confidential. The office will not provide any information related to a case or investigation to anyone without written consent from the complainant.





## How to Contact Us



Members of the Defence community can submit a complaint to us:

- Through our secure online complaint form located at: [www.ombudsman.forces.gc.ca](http://www.ombudsman.forces.gc.ca);
- By telephone at 1-888-828-3626;
- By fax at 1-877-471-4447; or
- By mail at:  
Office of the Ombudsman for the Department  
of National Defence and the Canadian Forces  
100 Metcalfe Street, 12<sup>th</sup> Floor  
Ottawa, Ontario K1P 5M1

For additional information about the Office of the Ombudsman, please call our general inquiries number at 1-888-828-3626 or visit us online at [www.ombudsman.forces.gc.ca](http://www.ombudsman.forces.gc.ca).

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“Your office accomplished more for me  
in four hours than I was able to do in  
four months.” – Complainant

“It was your willingness to hear me that  
has given me faith.” – Captain

“I can’t believe you came all this way  
to talk to me...It’s nice to know  
someone really cares.”  
– Widow of Canadian Forces Member

“Your visit to [eastern Manitoba] and  
the interest you have shown in our case  
is heart-warming and shows us there is  
someone who will finally listen.”  
– On behalf of a group of Reservists

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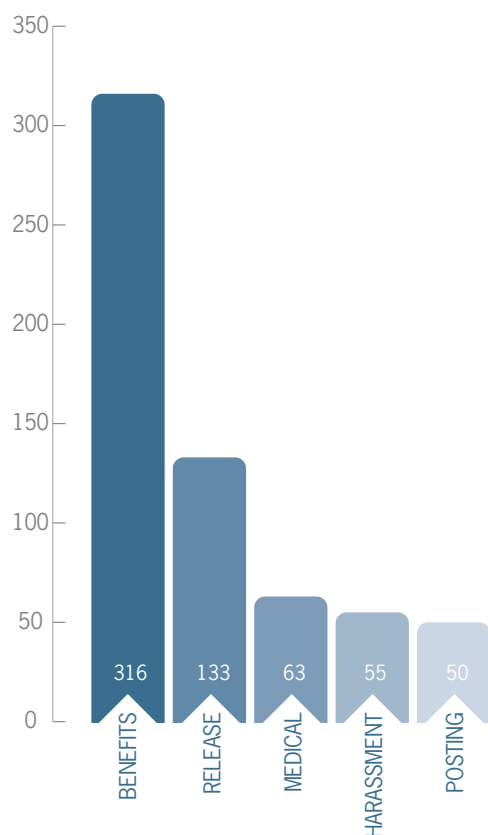


Photo courtesy of ADM (HR-CIV) Communications



# The Year in Review: 2008-2009

Over the past year, the Office of the Ombudsman achieved real and positive results for Canada's Defence community.



## INDIVIDUAL CASES

Throughout 2008-2009, the office received 1,081 new cases from Canadian Forces members, civilian employees, military family members and other constituents. The top five categories of new cases were related to benefits, release from military service, medical care, harassment and military postings. In total, Ombudsman investigators and intake officers handled 1,561 cases over the past year, including new cases, cases re-opened and cases left over from previous years.

## TOP FIVE CATEGORIES OF COMPLAINTS (2008-2009)

1. Benefits: This category includes complaints concerning the denial of benefits, the forced repayment of monies by members due to an administrative error, and problems related to pension benefits.
2. Release: This category includes complaints by members who feel they were being unjustly released, whose voluntary release requests were delayed, and where members were contesting the assessment of their medical condition.
3. Medical: This category includes complaints related to the treatment of people who believe they were exposed to hazardous substances in the workplace or on deployment, complaints related to inadequate medical treatment and/or follow-up care, and complaints from military personnel and their family members related to operational stress injuries.

4. Harassment: This category includes complaints involving the abuse of power, improper procedures, and delays with the complaint process.
5. Postings: This category includes complaints related to the denial of compassionate or cost contingency posting requests and/or an unreasonable delay in responding to these requests.

The Office of the Ombudsman also assists members of the Defence community with complaints related to recruiting, promotions, leave, access to information and privacy, training, disciplinary action and more.

As in past years, the majority of new cases were brought to the office by serving and retired members of the Canadian Forces. The office also received more than 150 cases from civilian members of the Defence community, including employees and former employees of the Department of National Defence, family members of Canadian Forces personnel, and non-public fund employees.

## NEW CASES BY CATEGORY (2008-2009)

Regular Force	449
Former Military	238
Reserve Force	128
Family Member	83
Civilian Employee	47
Regular Force Applicant	20
Former Civilian Employee	17
Cadet	11
Reserve Force Applicant	4
Non-Public Fund Employee	4
Anonymous	4
Other	76
Total	1,081



## Special Reports



In addition to handling 1,561 individual cases over the past year, the Office of the Ombudsman also made significant progress on a number of systemic investigations.

### *Reserved Care: An Investigation into the Treatment of Injured Reservists*

In the spring of 2008, the Interim Ombudsman released a special report, entitled *Reserved Care: An Investigation into the Treatment of Injured Reservists*, marking the office's first systemic investigation involving Canada's Reserve Force.

The investigation was launched in 2006 following complaints from a number of Canadian Forces Reserve members who indicated that different, and unequal, standards of health care were being applied to those Reservists who were injured while serving their country.

After receiving input from almost 400 people (the majority of whom were Reservists) and examining hundreds of documents, Ombudsman investigators found that Reservists from across the country who were injured in the course of their duties faced a host of challenges in accessing timely, adequate and ongoing medical care that Regular Force members did not.

The investigation identified major areas of concern, including significant inequities in the provision of health care to injured Reservists. Overall, the quality and quantity of medical care provided to Reservists were found to be largely unpredictable, with some Reservists receiving no medical care at all from the Canadian Forces.

Investigators uncovered various reasons for Reservists to be denied medical care, including the fact that the injury was a result of activities other than performance of duty, such as fitness training, and because the wording in policies was confusing and inconsistently applied by medical authorities.

Investigators also found that a number of Reservists did not have current medicals on their file, nor did they receive periodic health assessments and routine immunizations from the Canadian Forces, despite the fact that both Regular and Reserve Force members could be exposed to the same risks. This meant that members could be sent on missions or training in Canada with inadequate screenings and protection, resulting in risks to their well-being and that of others.

In addition, investigators found that Reserve units across the country lacked the resources and training needed to carry out the administration that they are mandated to perform, resulting in inadequate support to injured Reservists and their families.



The office also identified significant inequities in the benefits provided to Reservists. For example, certain Reservists were entitled to only 40 percent of the amount of accidental dismemberment benefits.

In releasing *Reserved Care*, the Interim Ombudsman made 12 recommendations to the Minister of National Defence which are intended to ensure that all members of Canada's Reserve Force are treated fairly.

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### *A Long Road to Recovery: Battling Operational Stress Injuries*

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The Ombudsman's Office has been closely associated with the issue of post-traumatic stress disorder and other operational stress injuries in the Canadian Forces since 2002, when it published its first special report on the subject, entitled *Systemic Treatment of CF Members with PTSD*.

The 2002 report made 31 recommendations aimed at helping the Department and the Canadian Forces identify and treat post-traumatic stress disorder after concluding that it was a serious problem for hundreds – if not thousands – of members of the Canadian Forces.

In December 2008, the office published a second follow-up report, entitled *A Long Road to Recovery: Battling Operational Stress Injuries*, intended to track the progress made by the Department and the Canadian Forces in implementing its 2002 recommendations. The report also highlighted some new

and evolving issues and problems. The overriding aim of the office, however, was to establish whether Canadian Forces members who suffered from post-traumatic stress disorder or other operational stress injuries were being diagnosed and getting the care and treatment they needed in order to continue to be contributing members of Canadian society – either within the Canadian Forces or as civilians.

After an extensive investigation, the office found that the Department of National Defence and the Canadian Forces had made progress in addressing many of the issues and challenges related to operational stress injuries. However, investigators also determined that there continued to be cases where injured soldiers, sailors, airmen and airwomen, who had served their country with courage and dedication, were slipping through the cracks of an *ad hoc* system.

The report outlined a number of areas in the military's approach to operational stress injuries where confusion and discrepancy remained, and where progress continued to be slow. Investigators found that high-level direction and national coordination was still sporadic; efforts to standardize care and treatment across the Canadian Forces were inconsistent; the collection of national data and statistics was insufficient; performance measures to evaluate local and regional approaches and programs were lacking; and the strong commitment from senior leadership regarding operational stress injuries had not reached everyone.



The report also recognized the dramatic impact operational stress injuries can have on military families. Investigators found a number of individual cases where military members and/or their families were not treated fairly by the Canadian Forces or did not get access to the care and treatment that they needed. It was clear that access to quality care depended on a number of arbitrary factors, including: where the military member lived, the distance of the member's base from the nearest large city, the availability of mental health care professionals, and the attitude of the member's superiors and peers.

In addition to inconsistent care for military members and their families, investigators also discovered a shortage of caregivers including chaplains, social workers, physicians, psychologists, psychiatrists and mental health nurses. This shortage, coupled with an increasing demand for their services, had led to even greater instances of stress and burnout in the caregiver community, as well as increasing challenges associated with the hiring and retention of mental health specialists.

In releasing *A Long Road to Recovery: Battling Operational Stress Injuries*, the Interim Ombudsman made nine recommendations to the Minister of National Defence, which are intended to ensure that mental health sufferers in the Defence community

receive consistent, quality and timely care. These recommendations will form the basis of all future monitoring and reporting on this critical issue.

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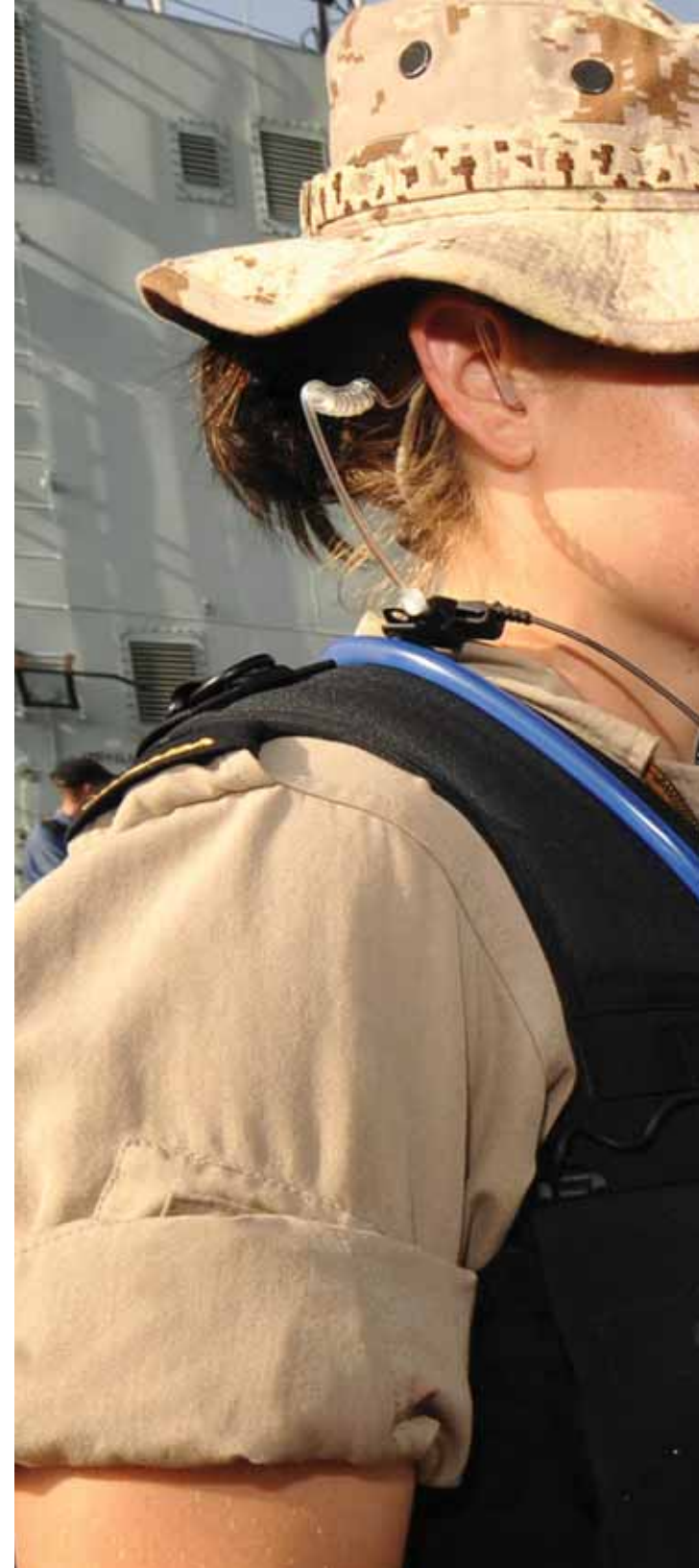
### *Assessing the State of Mental Health Services at CFB Petawawa*

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In November 2007, the former Ombudsman travelled to Canadian Forces Base (CFB) Petawawa to assess the mental health services that were available to military members and their families at the base and in the local area.

Since 2002, more than 8,500 Petawawa-based personnel have deployed to Afghanistan. Given this intense operational tempo, and taking into account the hazardous nature of the Afghanistan operation and the isolated geographical location of CFB Petawawa, the Ombudsman believed that this base would be a valuable case study in the office's broader investigation regarding the issue of post-traumatic stress disorder and other operational stress injuries in the Canadian Forces.

The Ombudsman's Office had also received complaints indicating that there was a lack of appropriate mental health care for soldiers and their families who were desperately trying to cope with significant stresses related to deployment and, in particular, Afghanistan.





During the fact-finding visit, the Ombudsman was informed of two problems, in particular, that were having a real and negative impact on Canadian Forces members and their families at the base, namely: the overall lack of health care at the base, and in the immediate area, to identify and care for individuals with mental health injuries; and the noticeable burnout of military caregivers at all levels.

There was a general consensus among those interviewed by the Ombudsman that it was extremely difficult and time-consuming for a Canadian Forces member to get a diagnosis of, and rehabilitative care for, a mental health injury or illness at CFB Petawawa. Furthermore, the Ombudsman was told that the type of rehabilitative care generally recommended by doctors in Ottawa was not available at CFB Petawawa.

At the same time, the availability of services aimed specifically at the overall health and well-being of the family unit was not only found to be insufficient, but was being reduced. Access to base social work counselling sessions by military families was limited to those sessions in which the military member participated, which served to drastically limit the

availability of care since military members are often away from base on training or deployment. It also served to limit the effectiveness of the care available, as family members are often reluctant to fully express their concerns in the presence of their military loved one who may be experiencing severe difficulties.

It was also clear that the caregivers at CFB Petawawa were struggling to meet the increasing demand for their services with the limited resources available to them.

As part of this case study, released in December 2008, the Interim Ombudsman made seven recommendations aimed at improving the quality and timeliness of mental health services and treatment available to Canadian Forces members and their families at CFB Petawawa.

# Work in Progress

As of the end of March 2009, the Office of the Ombudsman continued to finalize a number of broader investigations and reports.



## Fundamental Unfairness Related to Official Languages

In January 2007, the former Ombudsman wrote to the Chief of the Defence Staff, asking him to take immediate action to address serious problems that Francophone students were experiencing in getting access to training and essential services in their first official language at CFB Borden.

Throughout 2007-2008, follow-up investigations and reviews were carried out to assess the level of implementation of the office's recommendations. As a result of new complaints to the office, the investigation was expanded to include two additional training establishments: CFB Gagetown and the St-Jean Garrison.

In general, investigators observed improvement in several areas and identified steps that had been taken to address some of the office's initial concerns. However, the investigative team also found that the majority of the office's observations and recommendations related to CFB Borden, including those meant to address the most serious problems and concerns, had not been implemented by the military chain of command.

It is essential that these outstanding issues be addressed as soon as possible in order to resolve the fundamental unfairness faced by unilingual students at CFB Borden, CFB Gagetown and the St-Jean Garrison.

In August 2008, the Interim Ombudsman wrote to Mr. Graham Fraser, Commissioner of Official Languages, to share the office's observations and concerns given that these issues fall within the Commissioner's legislated mandate. The Interim Ombudsman also committed to investigate any individual complaint arising from these issues.

## Release of Injured Recruits at St-Jean

In 2008-2009, the office finalized a systemic investigation into complaints from approximately 20 Canadian Forces recruits (or former recruits) at the Canadian Forces Leadership and Recruit School in St-Jean, Quebec, who were released from the military as a result of an injury that they received during basic training. The complainants claimed that:

- Their release category was incorrect – given that they were unable to complete their training due to an injury, they believed that they should have been given a medical release rather than being released as "Not Advantageously Employable;"
- They were not given a fair amount of time to recuperate so that they could continue their basic training course;
- They were left without any medical benefits, with no assistance in transitioning to provincial medical care, and with no source of income as a result of not being released medically;





- There was a stigma attached to being released under the category of “Not Advantageously Employable;” and
- Should their injury improve, they would have difficulty re-enrolling in the Canadian Forces because they were being released under item 5(d).

Ombudsman investigators found that, in May 2007, the Commandant of the school had directed that any recruit who was injured and could not participate in their basic training course for more than 30 cumulative days be released from the Canadian Forces. The Ombudsman considered this direction to be fundamentally unfair to a number of recruits who were not given enough time to recover from their injuries. The Ombudsman also believed that, as a result of this direction, injured recruits were being denied the same benefits and protections as other Canadian Forces members injured in training or during the course of their duties. Although the Commandant subsequently issued a verbal instruction cancelling this May 2007 direction, the Ombudsman remained concerned about the individual cases of unfairness resulting from the May 2007 release criteria.

In the summer of 2008, following the completion of its investigation, the office submitted two recommendations to the Chief of the Defence Staff. The first of these recommendations called for the Canadian Forces to “immediately review the release criteria used by the Canadian Forces Leadership and Recruit School to deal with personnel injured on

basic training in order to ensure that these personnel are: (1) treated fairly with regard to the assessment of injuries; (2) provided with procedural protection; and (3) released, if required, under the appropriate release item and given access to appropriate benefits and services to allow them to transition back to the civilian workforce.

The office also recommended that the Canadian Forces “review, by October 31, 2008, all administrative releases from the Canadian Forces Leadership and Recruit School which were the result of the application of the May 2007 release criteria, and take all action necessary to ensure that injured personnel receive the appropriate release item, as well as all of the benefits and services to which they are entitled.”

The Chief of the Defence Staff accepted these recommendations and corrective action has been taken to ensure that all injured recruits are treated fairly and equitably.

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### *When a Soldier Falls: Reviewing the Response to Master Corporal Rick Wheeler’s Accidental Death*

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In 2008-2009, Ombudsman investigators continued their follow-up review of the recommendations made in the office’s 2005 special report, entitled *When a Soldier Falls*. This report examined the treatment of two complainants by the Department of National

Defence and the Canadian Forces following the death of a Master Corporal during a training exercise in 1992. One of the complainants, the Master Corporal's widow, felt abandoned by the military and was frustrated by her inability to obtain information from the various investigations conducted into her husband's death. The second complainant, the Commanding Officer of the Master Corporal's unit at the time of the accident, complained about a lack of procedural fairness and the subsequent findings of a military Board of Inquiry convened in 1996 to investigate the circumstances of the Master Corporal's death.

The purpose of the office's follow-up review is to determine the progress that has been made by the Department and the Canadian Forces in implementing the 34 recommendations in the 2005 report. These recommendations focused on the treatment of families following the death of a Canadian Forces member, as well as the investigations that take place into the deaths of Canadian Forces members, including military Boards of Inquiry.

As of the end of March 2009, investigators have found that changes have been made by the Department and the Canadian Forces to address the recommendations made by the office in 2005.

At the same time, investigators have determined that a number of the original recommendations have yet to be implemented, either in practice or intent, and shortcomings have been identified by military families and their assisting officers.

It is expected that this follow-up review will be completed and published by the end of summer 2009.

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### Investigation into the Treatment of an Injured Officer Cadet

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In 2006, the Office of the Ombudsman was approached by an Officer Cadet who alleged that he had been treated unfairly by the Canadian Forces.

The Officer Cadet had sustained an injury in a night training exercise at CFB Gagetown in June 2005 that affected his memory and ability to communicate. For the rest of the summer, he remained in Gagetown but continued to experience symptoms of significant impairment, to the point that he could no longer take part in military training. When the extent of the injury was finally recognized by the Canadian Forces chain of command and medical systems, the complainant was returned to Calgary, Alberta, to the care of his family. He was eventually released from the Canadian Forces in September 2007.







The investigation identified several areas where administrative processes had broken down and where the Officer Cadet's transfer to Calgary and release from the Canadian Forces had been poorly handled by his chain of command. Investigators also discovered that the Canadian Forces turned over all responsibility for the full-time care required by the Officer Cadet to his family following his transfer to Calgary.

It is expected that this investigation will be finalized, and a special report published, by the end of summer 2009.

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### Unfairness in the Redress of Grievance Process

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In recent years, the office has received a number of complaints concerning the Canadian Forces Redress of Grievance process – a process designed to allow Canadian Forces members to informally and expeditiously seek resolution concerning a decision made against them. It is clear from these complaints that the system is not working as it was intended. Most

notably, although the Chief of the Defence Staff is the final decision-maker in the process, he does not have the authority to deal with all aspects of a grievance. Certain matters have to be sent to the National Defence and Canadian Forces Legal Advisor for review and a decision.

The system, which is supposed to provide soldiers, sailors, airmen and airwomen with an informal mechanism to challenge Canadian Forces actions and resolve matters without the need of the courts or other processes, seems flawed and unfair.





## Outreach



Photo courtesy of ADM (HR-CIV) Communications

Over the past 12 months, the Interim Ombudsman worked to strengthen relationships on a number of fronts. In October 2008, Ms. McFadyen, along with the Director General of Operations and an Ombudsman investigator, visited CFB Edmonton. During this visit, the Interim Ombudsman had the opportunity to see, first-hand, the work performed by Canada's men and women in uniform and to speak to them informally about their concerns. She also had the opportunity to meet with key members of the extended military family – including chaplains, social workers, health care specialists and Military Family Resource Centre staff – to get a sense of the work they do and the challenges they face.

In addition to ongoing outreach initiatives within the Defence community, the Ombudsman is, on occasion, asked to serve as a representative of the Government of Canada at international conferences. In July 2008, the Interim Ombudsman was asked to provide a Canadian perspective at the Centre for Legal and Social Studies Conference. The conference, held in Buenos Aires, Argentina, was dedicated to studying democratic reform and human rights in the armed forces – an area in which Canada is recognized as a world leader.

In September 2008, the Interim Ombudsman was invited to participate in a panel discussion hosted by Canada's Ambassador to the Office of the United Nations at Geneva and to the Conference on Disarmament. As part of the panel, Ms. McFadyen discussed the role and relevance of independent military ombudspersons in protecting the human rights of armed forces personnel.

The Interim Ombudsman also hosted the Ombudsman for the Irish Defence Forces, Ms. Paulyn Marrinan Quinn. This meeting provided an opportunity to exchange information and approaches regarding a number of common challenges facing the two offices, including the optimum deployment of resources, existing redress mechanisms and the management of complainant expectations. The Interim Ombudsman also participated in an ombudsman forum in Ottawa, Ontario, along with the Ombudsman for the Irish Defence Forces and the Deputy Ombudsman of New South Wales, Australia, Mr. Chris Wheeler. The panelists discussed similarities and differences in the approaches to ombudsmanship in their respective jurisdictions.

# Ombudsman's Advisory Committee



The Ombudsman's Advisory Committee consists of volunteers with specialized expertise in military matters and/or comprehensive knowledge of the ombudsman profession. The committee provides the Ombudsman with advice related to the mandate, professional principles and structure of the office.

Over the past year, advisory committee members provided important input on some of the broader issues facing the Department of National Defence and the Canadian Forces, including: the impact of the Afghanistan mission on the Defence community; the current state of the military health care system; the military's treatment of operational stress injuries and post-traumatic stress disorder; and the significant challenges facing military families.

The current advisory committee membership is as follows:

- Lieutenant-Commander Brigitte Boutin is the Deputy Comptroller for the West Coast Navy;
- Lieutenant-General (Retired) Michael Caines is the Chair of the Ombudsman's Advisory Committee. He retired from the role of Assistant Deputy Minister (Human Resources-Military) in 2000 after 35 years of service;

- Ms. Colleen Calvert is the Executive Director of the Halifax and Region Military Family Resource Centre;
- Lieutenant-Colonel John Conrad is an instructor at Canadian Land Forces Command and Staff College. He has served as the Commanding Officer, National Support Element in Kandahar, Afghanistan;
- Ms. Brenda Ebear is the Greenhouse Supervisor and Roads and Grounds second-in-command at 4 Wing Cold Lake;
- Chief Warrant Officer Jimmy Labrie is the Command Chief Warrant Officer for the Chief Military Personnel;
- Mr. Clare Lewis, Q.C., is a former Ombudsman of Ontario;
- Commander the Reverend Canon Baxter Park is the Maritime Command Chaplain; and
- Mr. Bill Tanner is a Second World War Veteran and an honorary member of the committee.

## Ombudsman's Commendations

The Ombudsman's Commendations, awarded annually, recognize individuals and groups across the Defence community who have gone above and beyond the normal requirements of their job to help bring positive and lasting change to the Department of National Defence and the Canadian Forces. The awards also recognize those who demonstrate exceptional problem-solving and complaint resolution skills.

At a special ceremony held in Ottawa on May 28, 2008, the Ombudsman honoured four members of the Defence community with commendations. Rear-Admiral Bruce Donaldson, Director of Staff, Strategic Joint Staff, and senior staff from the Department of National Defence and the Canadian Forces were present to recognize these outstanding members of the Defence community.

Information on the commendations can be found on the office's website at: [www.ombudsman.forces.gc.ca](http://www.ombudsman.forces.gc.ca).



(L-R): Rear-Admiral Bruce Donaldson, Colonel Brian O'Rourke, Master Warrant Officer Sharon Gosling, Lieutenant-Commander Tracey Lonsdale, Major Clifford R. Beattie, Ms. Mary McFadyen, Dr. Andrea Hoffman, and Lieutenant-General (Retired) Michael Caines.



## ***Recipients of the Ombudsman's Special Recognition Award***

### **Major Clifford R. Beattie**

In his duties as Regional Cadet Comptroller at the Regional Cadet Support Unit in Borden, Major Clifford R. Beattie has been instrumental in improving the administrative procedures of the Pension Plan for Reservists. Major Beattie was quick to identify issues of unfairness for the Cadet Instructor Cadre sub-component, and proposed concrete measures to ensure that they would benefit fully from the Plan provisions. Even when confronted by opposition, Major Beattie refused to turn a blind eye, attacking the problem both locally and nationally until his message was heard and people took action. Major Beattie has proven himself to be a conscientious and professional officer who fights for the welfare and entitlements of others without concern for his own workload or personal gain.

### **Master Warrant Officer Sharon Gosling**

Master Warrant Officer Sharon Gosling has assisted countless individuals in difficult situations by going above and beyond her duties as Branch Sergeant Major of the Base Comptroller section of CFB Petawawa. She consistently provides unwavering support and guidance to members of the Defence

community in times of great hardship, in part by ensuring that her clients are well-informed of the resources and policies available to them, and by resolving issues of unfairness informally. MWO Gosling is recognized for her unique ability to handle the most sensitive situations with professionalism and compassion – a balance that allows her to fulfill the business aspect of her duties while looking after the personal welfare of her clients.

## ***Recipients of the Liz Hoffman Memorial Commendation for Complaint Resolution***

### **Colonel Brian O'Rourke**

While employed as the Special Assistant to the Chief of Military Personnel, Colonel Brian O'Rourke was a loyal supporter of the Office of the Ombudsman. On many occasions he went beyond the call of duty by striving to resolve problems informally and quickly, thereby facilitating the mission of the office and, in many cases, alleviating undue stress on military members and their families. Colonel O'Rourke always came forward with innovative solutions and creatively contributed to the resolution of numerous cases. For his leadership in treating the Defence community with dignity and compassion, and for his courage and energy in seeking a resolution when others had

deemed one not possible, Colonel O'Rourke is recognized for upholding the values for which the Ombudsman's Office stands.

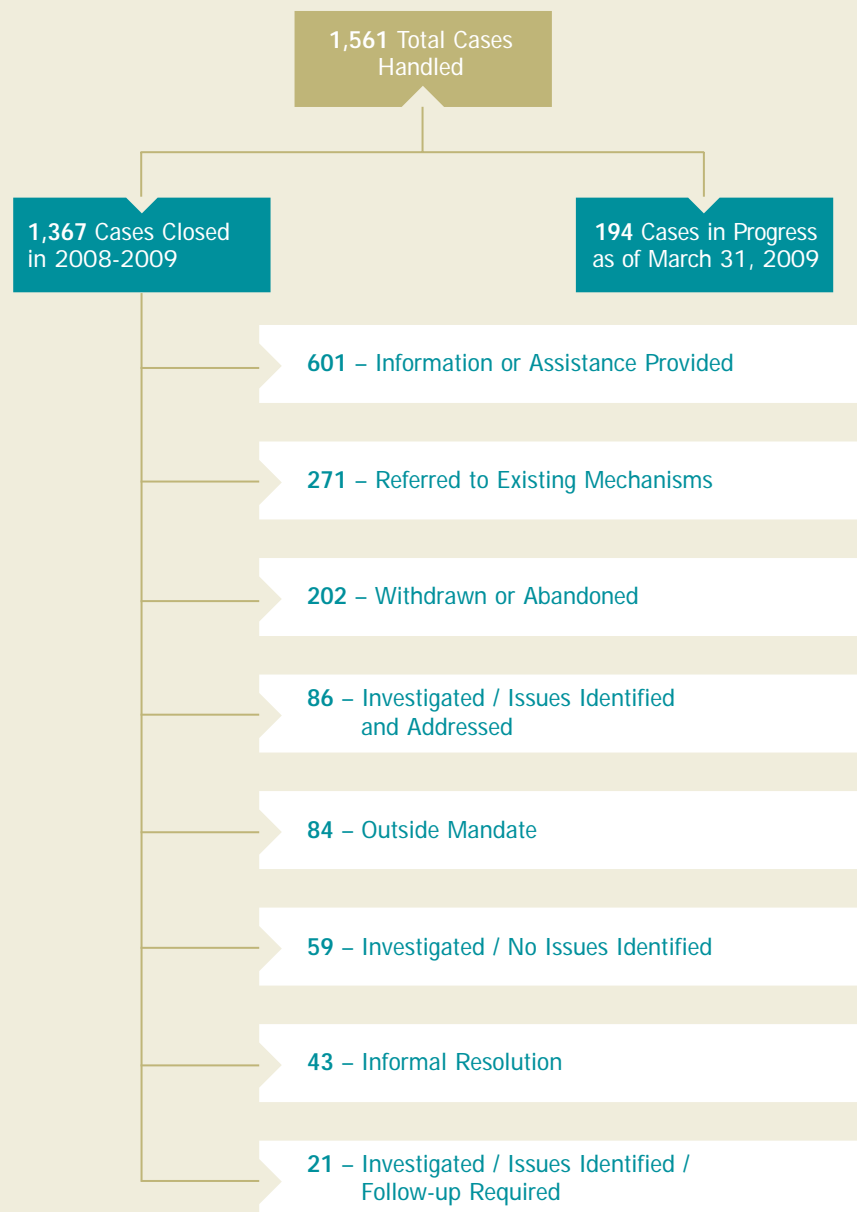
### **Lieutenant-Commander Tracey Lonsdale**

As Director Military Career Support Services 2, Lieutenant-Commander Tracey Lonsdale has proven to be a resourceful and cooperative member of the DND/CF, largely as a result of her vital role in righting numerous wrongs in the grievance process. Ombudsman investigators have benefited greatly from LCdr Lonsdale's quick, thorough and clear responses to questions regarding performance evaluations, merit lists, selection boards and more. She anticipates the needs of others and, through exceptional effort and in-depth research, ensures that every issue is addressed and fully understood. LCdr Lonsdale's sincere desire to help with all cases, big and small, is unmistakable and greatly appreciated by the Defence community.



# Appendix I

## Disposition of Cases (2008-2009)





## Appendix II

### Financial Report



#### SUMMARY OF EXPENDITURES

In 2008-2009, the Minister of National Defence approved a budget of \$6.11 million for the Office of the Ombudsman. Actual expenditures totalled \$4.83 million, of which \$4.2 million was related to salaries.

Mail and courier services	\$ 4,856.18
Supplies	\$ 3,099.09
Training and professional dues	\$ 50,879.06
Acquisition/rental of IT & office equipment	\$ 97,875.07
Telecommunications & IT connections	\$ 105,872.20
Travel and transportation	\$ 94,025.94
Communications & public outreach	\$ 217,482.95
Professional & special services	\$ 238,188.92
Salaries	\$ 4,021,831.50
<b>Total</b>	<b>\$ 4,834,110.91</b>