

Canadian Forces Grievance Board



Report on Plans and Priorities

For the period
2003-2004 to 2005-2006

The Honourable John McCallum, P.C., B.A., Ph.D.
Minister of National Defence

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Chairperson's Message and Management Representation Statement

Chairperson's Message

In November of 2002, the Canadian Forces Grievance Review Board's (CFGB) management team met to review the Board's strategic plan and to decide on the priorities for the upcoming 2003-04 fiscal year. The team confirmed that their long term strategy had been well chosen, and that the organization was soundly on track towards achieving its long term outcomes, namely: contributing, through fair and impartial findings and recommendations, to increased confidence among members of the Canadian Forces (CF) in the military's administrative justice system and to improved conditions of work for its members.

When the Board establishes organizational priorities for any given year, at the forefront will always be the issuance of fair, impartial, transparent and expeditious findings and recommendations on CF grievances referred by the Chief of Defence Staff, since this is the very reason why the CFGB exists. The major business challenge for the Board is to perform the work it is mandated to do while, at the same time, carrying out all of the activities needed to ensure results, in addition to delivering against its corporate obligations as an independent organization within the Government of Canada.

In the coming year a key endeavor for the Board will be to actively participate in the review of the *National Defence Act* since it contains the legislation under which the Board was created. In addition, two government-wide initiatives will be high on the CFGB's management agenda. These are to comply with the *Policy for Continuous Learning in the Public Service* and to implement a modern management improvement plan in support of the government's *Results for Canadians* framework.

As could be expected with any new organization, it took two years for the CFGB to gather sufficient history and experience as an organization before it could fully determine its true resourcing requirements. When the initial Treasury Board submission was prepared to establish the CFGB, a fairly accurate prediction was made regarding the number of resources that would be required in the core operations to conduct the work of the Board. What was not as well predicted at the time were the corporate resource needs to operate as a completely independent organization in government and to meet its obligations to the central agencies.

The Department of National Defence has supported the CFGB thus far by providing short-term supplementary funding to allow the Board to establish itself. However, with its currently approved annual reference level, the Board will only be able to review about half of the grievances that the organization could possibly receive each year. Furthermore, with this level of funding the Board will not be able to implement key components of its plans, most notable among them being its management improvement action plan supporting the government's overall agenda. Consequently, the CFGB is obliged to seek an increase in its annual reference level.

We often hear the words that people are an organization's most important resource. If we believe these words then it is easy to recognize the value of an organization that, through its findings and recommendations, contributes to ensure members of the military are treated fairly and impartially in matters concerning their conditions of work. This is especially so in light of the fact that Canada's single largest employer, the Canadian Forces, has no unions or associations representing its employees.

The Members of the CFGB are honoured to make a positive contribution to resolving disputes within the Canadian Forces. It is my hope that the Board will receive the funding required to fully implement the plans and priorities presented in this year's report so that we can unswervingly continue our work that ultimately benefits the men and women who dutifully serve our country.

Paul-André Massé
Chairperson

Management Representation Statement

I submit, for tabling in Parliament, the 2003-2004 Report on Plans and Priorities (RPP) for the Canadian Forces Grievance Board

This document has been prepared based on the reporting principles and disclosure requirements contained in the Guide to the preparation of the 2003-2004 Report on Plans and Priorities:

- It accurately portrays the organisation's plans and priorities
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS
- Is comprehensive and accurate
- Is based on sound underlying departmental information and management systems.

The reporting structure, on which this document is based, has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: André Thivierge
Acting Executive Director

Date:

The Canadian Forces Grievance Board (CFGB) - Raison d'être

Contributing to Public Policy Values

The CFGB is an independent, arms-length organization that was created through amendments to the *National Defence Act (NDA)* approved by Parliament on December 10, 1998. The need for such an organization was spawned over nearly two decades, beginning in 1980, when the Supreme Court of Canada affirmed the need for a separate parallel system of justice to meet the unique requirements of military discipline. In 1997 the tabling of two reports on the Code of Service Discipline, coupled with the Somalia Commission of Inquiry report, clearly confirmed the need to separate, on an institutional basis, the military's system of investigative, prosecutorial, defence and judicial functions. This happened at a time when growing media coverage on military discipline issues was no doubt seen to be compromising the government's public policy values of equity, transparency and fairness for all.

While the Board's day-to-day role is to review individual grievances and submit findings and recommendations to the Chief of the Defence Staff (CDS), its impact in support of the public good is much broader in scope. The creation of the Board demonstrates the Government of Canada's desire to put in place the most efficient, transparent and humane grievance process possible and this in turn, will contribute to improved conditions of work in the Canadian Forces.

The amendments made to the *NDA*, concerning the grievance review process, were aimed at making the whole process simpler and shorter for members of the Canadian Forces. Prior to the amendments, the process was perceived as involving too many levels of review, leaving the perception that it was slow and unresponsive. In addition, the process was seen as being too closely linked to the chain of command and lacking any external input.

Exercising Powers in Accordance with the Public Interest

The role of the Board is to conduct an expeditious, objective and transparent review of grievances with due respect to fairness and equity for each individual member of the Canadian Forces, regardless of rank or position. The Board has the powers of an administrative tribunal to summon civilian or military witnesses, as well as order testimony under oath, and the production of documents. Hearings would normally be held in-camera, in the interests of individual privacy. Nonetheless, the Chairperson could decide to hold public hearings when it is deemed the public interest is at stake.

Administrative tribunals provide a mechanism outside the court system for the speedy resolution of complex matters. Acting independently of the government, they have the power to make recommendations or decisions through enabling statutes of Parliament. Such powers permit a tribunal to determine the scope of rights and obligations in a particular field of expertise. Further, these powers must be exercised in accordance with the public interest and the specific circumstances prevailing in the tribunal's area of activity. As is the case with other independent organizations that operate at arms-length, CFGB operations cover a very specific area of jurisdiction.

As a public body, the CFGB must be transparent to the public but above all to the CDS and military personnel, as it addresses Canadian Forces' grievances. The Board is accountable to parliament through annual reporting.

The Board is made up of a Chairperson, a full-time Vice-Chairperson, a part-time Vice-Chairperson and two part-time Members. All are appointed by Governor-in-Council, for terms not exceeding four years. The Board is supported in its work by experts in the fields of labour relations, human resources and law.

Work of the Board

The Board officially opened its doors and began operations on June 15, 2000, when it received its regulatory authority. The importance of its role can best be understood by knowing that the Canadian Forces is the single largest employer nationally (close to 80,000 members, including the Reserves), with operations in Canada and abroad.

Prior to the amendments to modernize the *NDA*, there could have been up to seven levels of review in a grievance process. The *Act* now provides for only two levels of authority in reviewing grievances, thus making the whole process simpler and shorter. The first level is the initial authority in a position to review the grievance and grant redress. Any grievor who is not satisfied with this initial decision may submit an application for review to the CDS, who represents the second and final level in the grievance procedure.

Any officer or non-commissioned member of the Canadian Forces who has been aggrieved by a decision, act or omission in the administration of the affairs of the Canadian Forces is entitled to submit a grievance before the effective date of his/her release from the Canadian Forces.

All grievances referred for CDS adjudication are sent to the Director, Canadian Forces Grievance Administration (DCFGA). The DCFGGA office is within the chain of command and is responsible for referring to the adjudicating authority all grievances related to performance appraisals, promotions, postings, training and other career related issues.

The DCFGGA is required to refer to the CFGB all other grievances, as follows: Any grievance relating to deductions from pay and allowances; reversion to a lower rank or release from the Forces; the application or interpretation of policies relating to the expression of personal opinions, political activities, and candidature for office, civil employment, conflict of interest and post-employment compliance measures, harassment or racist conduct; pay, allowances and other financial benefits; the entitlement to medical care and dental treatment, and grievances concerning a decision or an act of the CDS.

The CDS may also decide to refer other types of grievances to the Board for recommendation. The CFGB makes findings and recommendations to the CDS regarding grievances that are referred to it but final decision power rests with the CDS. However, while the recommendations do not bind the CDS, if he or she decides to not follow them, a written explanation must be provided.

Justice Based on Law

The Board plays a unique role in regard to the Canadian Forces' grievance review process. Unlike other organizations, there are no unions or employee associations in the military. While the Board considers fairly the rights of military personnel, it must maintain complete objectivity and impartiality, protecting and balancing the rights of both the grievors and that of the Canadian Forces.

Labour law in the military context is entirely different from what experts in labour law would normally face in the civilian world. The conditions of employment in the Canadian Forces are unilaterally set by regulations and subject to the authority of the CDS and, to a certain extent, may involve the exercise of Royal Prerogative.

Since the very notion of applying the general principles of labour relations within the military context is a new one, and the Board has only been in existence for a relatively short time, there was little existing jurisprudence on which the Board could base its findings. Therefore, the Board has had to undertake original research into the law set by courts and the precedents established by other quasi-judicial bodies, with a view to adapting these to the unique military context.

The Board brings to bear the full weight of related laws and jurisprudence when submitting its findings and recommendations on grievances to the CDS. These findings and recommendations will, at times, lead to amendments to existing regulations or other systemic changes affecting many individuals in the Forces.

It is expected that, with time, the Board's findings and recommendations will have a positive impact on the conditions of work in the Canadian Forces thus contributing to improved morale among the members of the military who loyally serve their fellow Canadians at home and abroad.

Planning Overview

Strategic Outcomes

Contribution to increased confidence among members of the Canadian Forces that the principles of fairness and integrity underlie the administrative justice system within the military, and contribution to improved conditions of work in the Canadian Forces, through the fair and impartial review of grievances.

Results

1. The CDS and members of the Canadian Forces are confident that the Board's findings and recommendations are objective, timely, fair and impartial.
2. The work of the Board has a positive impact on the conditions of work for military personnel and contributes to a better understanding and application of the regulations, policies and guidelines governing the conditions of work in the Canadian Forces.
3. Members of the Canadian Forces express confidence in the principles that underlie the administrative justice system within the military.

Major Factors Influencing the Board and Key Relationships

There are internal and external factors impacting on the Canadian Forces Grievance Board.

The external factors are as follows:

- ◆ The CFGB is a relatively new organization in government and there likely exists a degree of scepticism among members of the military that the Board will actually make a positive difference in the resolution of grievances.
- ◆ Opinion leaders on military affairs have expressed some cynicism about the Board's usefulness in the grievance resolution process.
- ◆ There are no unions in the military. This renders it essential that the Board conduct thorough and balanced research and analysis for both sides in the grievance, in order to make impartial findings and recommendations on the issues.
- ◆ There exists a certain degree of confusion, at large, about the different players dealing with the same or similar matters on behalf of the military, i.e., the Canadian Forces Grievance Administration, the Ombudsman, the Military Police Complaints Commission and the office dealing with Conflict Management at DND.

- ◆ Grievors make no distinction where a grievance is in the review process, therefore, if there are delays at any point in the process, either before or subsequent to the CFGGB having received a grievance and sending its findings and recommendations to the Chief of the Defence Staff (CDS), this can negatively impact on the Board's credibility.
- ◆ Some grievors go to two sources at once, likely hoping to increase their chances of success in resolving their grievances. For example, they will file a formal grievance and also lodge a complaint with DND's Ombudsman's Office. If the Ombudsman acts on a complaint for which a formal grievance has been filed, this can only create further confusion in the arena of staff relations.
- ◆ A review of the legislation that created the Board is scheduled to be completed within five years of its enactment (December 2003) and the Board needs to be prepared in order to participate in the review in a meaningful way.
- ◆ While delivering against its mandate the Board must also comply with various central agency initiatives and reporting requirements; these take up valuable time and consume scarce resources.

The internal factors are:

- ◆ The Board's mandate contains an inherent challenge that is not easy to reconcile, i.e., the requirement to act expeditiously yet fairly, in presenting findings and recommendations on grievances. For example, when establishing precedents a considerable amount of time is required to ensure the most correct course when making findings and recommendations since these precedents could very well apply in the resolution of future grievances.
- ◆ The organization requires knowledge workers with highly developed skills and abilities, and recruiting and retaining these scarce and highly sought resources has proved to be a challenge. Also, key management positions have not yet been filled and this has impeded the Board's progress in a number of areas.
- ◆ Arriving at a steady-state of operation has proven to be a greater challenge than had been originally envisaged. This has created a certain degree of organizational instability that has impacted on the ability to retain employees.
- ◆ When the Board was created, its A-base budget was established on the basis that its corporate services requirements could be largely provided through shared administrative arrangements. Although the Board did attempt to put such arrangements in place, for a variety of reasons this concept did not materialize. Now with two years of operation behind it, management has ascertained that even with contracted-out service support, a minimum critical mass is required in each of the corporate services functions in order to sustain a viable operation. Thus, the Board's present A-base funding is insufficient to meet its on-going future needs and this is a serious issue that must be addressed on a priority basis.

Major Challenges

The key challenges facing the Board are to be able to develop a climate of confidence in the role played by the Board; to sway the views of military opinion leaders and to distinguish its role from that of other players involved in the arena of improving relations within the military.

At the forefront of all these challenges, however, is the requirement for the Board to secure funding to continue operations into the future. The Board conducted a budget planning exercise in the fall of 2002, assuming it would have at its disposal the 6.1 million dollars currently available in its approved A-Base budget. The results of this exercise demonstrated that the Board would only be able to cover the most basic of salary and O&M costs with this level of funding. Furthermore, it will only be able to review approximately 150 grievances a year which is clearly unacceptable given that the Board could possibly receive up to 300 grievances a year and that one of the main reasons for the creation of the CFGB was to expedite the review of grievances. Additionally, without the required resources the backlog of grievances could be expected to grow, adding to the inventory of over 200 outstanding grievances still before the Board as of January 2003.

The Board's participation in the review of the *NDA* will require considerable time and effort yet, at the same time, the Board will have to carry out the work it is mandated to do, implement modern comptrollership and its 2003-04 operational plan and also respond to central agency requirements. If it does not receive the necessary resources to fulfill all these obligations, the Board will be placed in an untenable situation.

Risk Assessment

Members of the CFGB management team conducted a risk assessment analysis to determine where they were at greatest risk as an organization. They contemplated the probability of an event occurring and the impact that event might have on the Board, if it were to occur. They also focussed on the strategic and operational risks they could possibly face. Like other organizations, the Board must soundly manage on a continuous basis its stewardship risks in the areas of financial management, information technology and processing, data integrity and the security of documents. The loss of corporate memory is the greatest operational risk to the Board yet retaining highly sought and scarce resources presents a considerable human resource management challenge. Providing an environment that fosters continuous learning is a key strategy the Board is employing to mitigate this risk.

Of greater concern are the strategic risks the Board may face. These are risks over which the Board may have little control but which could negatively impact on its credibility and jeopardize its viability as an independent organization within government.

The key strategic risks are:

1. Not obtaining an increase in its A-base funding, which would severely compromise the Board's future operations;
2. Disparaging media coverage; and;
3. Continuing confusion regarding the different players involved in matters affecting the well-being of military members, most notably between the DND/CF Ombudsman and the Canadian Forces Grievance Board.

With regards to the first strategic risk outlined above, the CFGB will make a request for increased A-base funding, although the power to decide on this matter is beyond the Board's control. The CFGB has essentially no control over the second strategic risk, since someone could have a story to tell which may not be valid, but the media could choose to publish it nonetheless. Finally, with respect to the role confusion issue, the third strategic risk, appropriate strategies need to be considered to clarify the jurisdictions of the CFGB and DND/CF Ombudsman.

Stakeholders

There are a considerable number of external stakeholders with a vested interest in the operations of the CFGB. Most obvious among these are the CDS, members of the military and the Parliamentarians representing all Canadians. Other organizations involved in the same or similar matters are also highly interested in what the Board does. These are the Director, Canadian Forces Grievance Administration, who has a key administrative role in the formal grievance process, the Office of the Ombudsman, the Judge Advocate General and the office dealing with Conflict Management in DND. Other interested stakeholders are former military members; veterans' associations and the families of both former and current members of the military; the Department of Justice, other quasi-judicial organizations; the central agencies in government and specialized media and military opinion leaders.

As stated in the context section of this report, the Canadian Forces is the single largest employer in Canada. It is thus easy to understand the significance of the CFGB's role not only for individual grievors in the military but for the Canadian Forces overall and their families. Many of the Board's stakeholders are aware that the Board, as a quasi-judicial administrative tribunal, is breaking important new ground in the field of Canadian labour relations.

Administrative Collaboration

The Board is a completely independent, quasi-judicial organization whose relationship with the Canadian Forces is one that is based on the legal requirements set out in the *Act* that governs them both. It is important that a separation be seen to exist between the two, not only organizationally but also in fact.

However, the Board does not work in isolation. It works in a cooperative fashion with DND and the CF by sharing information and best practices in order to improve the overall grievance review process for members of the Canadian Forces.

The Board's Major Strengths

- ◆ It has established a sound grievance review process embedding the principles of fairness, transparency, impartiality and timeliness.
- ◆ It has developed a first class case management system that allows effective management of its inventory of cases and also allows the Board to conduct sophisticated analyses.
- ◆ Its legal review team brings excellence to the grievance review process by providing the Members of the Board with the highest quality legal advice and opinions.
- ◆ It has implemented leading edge knowledge management practices and has instituted an organizational culture of continuous learning.
- ◆ It was able to attract and qualify, through a competitive process, the uppermost calibre of grievance analysts to do the Board's work.
- ◆ It has in place top-notch middle managers to administer its corporate functions and these professionals provide solid advice and support to the line operations.

In concluding this section of the report, it is important to note that with the many players involved in the Canadian Forces' grievance review process, not all factors are within the sole control of the Board to achieve the strategic outcomes it has established. However, by choosing and following appropriate organization strategies, it can fulfill its mission and vision with positive results for the Canadian Forces, thus better serving the Canadian public.

Plans and Priorities

For the reader's benefit, links to the Board's previous Plans and Priorities Report and its last Annual Report to Parliament are provided below.

2002-03 RPP: http://www.tbs-sct.gc.ca/tb/estimate/20022003/rCFGB_e.pdf

Annual Reports: <http://www.cfqb-cqfc.gc.ca/>

The Board's five main strategic thrusts remain those presented below. The reasons for these particular strategies follow:

1. Professional Development

In a knowledge-based organization, employees are both the organization's engine and key resource. Such is the case for the CFGB. In order to do its grievance review work effectively, the Board's hiring and training programs must reflect the Board's professional skills sets requirements.

2. Knowledge Management

The acquisition, sharing, use and retention of knowledge are key to both continuous learning and the development and maintenance of expertise in a knowledge-based organization.

3. Communications

The Board is a new organization whose mandate and work needs to be communicated in order to develop confidence in the role it plays and to help raise confidence among members of the Canadian Forces in the military's administrative justice system.

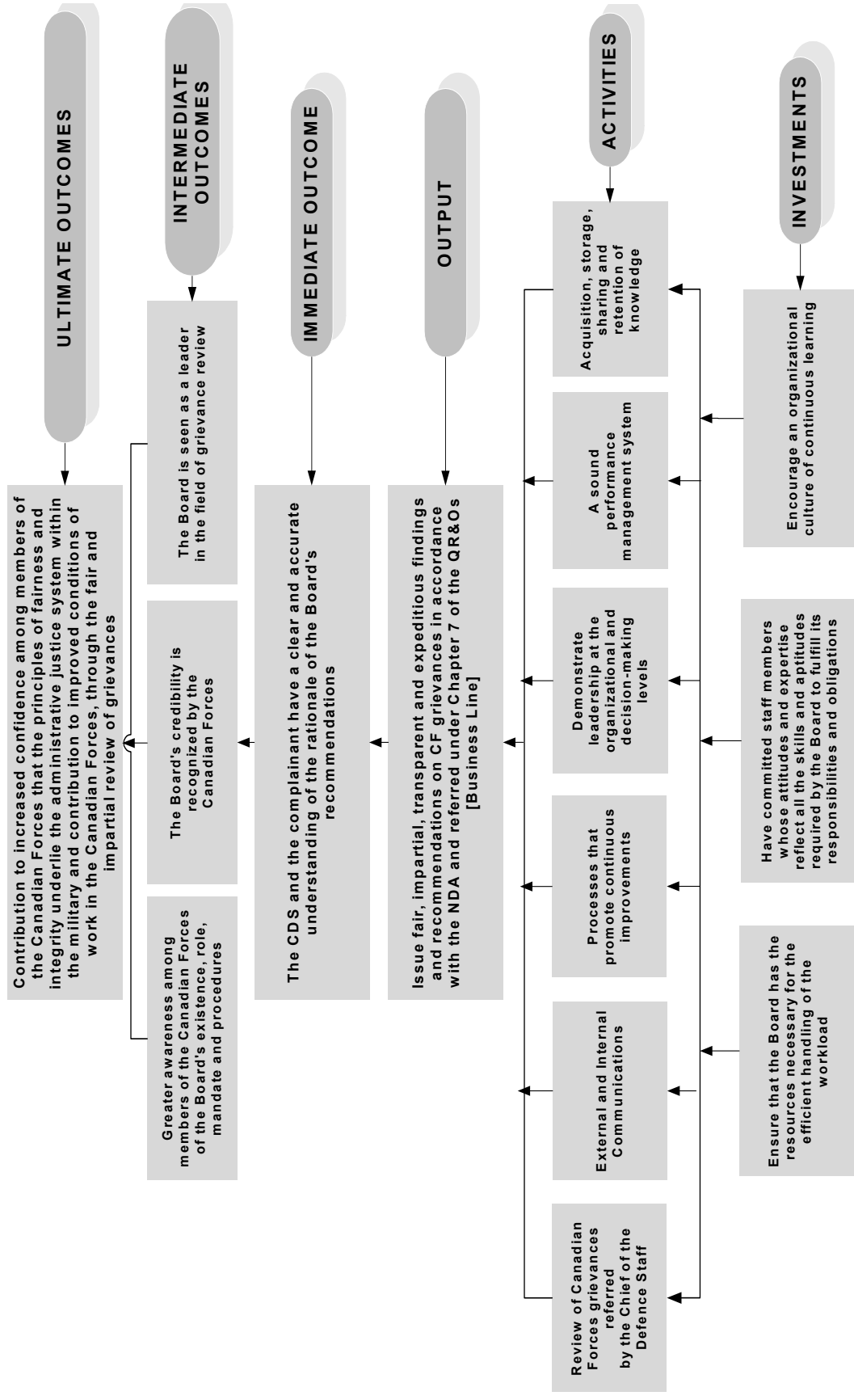
4. Effective Leadership

An organization is only as good as the way it is led and managed. To operate effectively and deliver results to Canadians efficiently, modern comptrollership practices must prevail at the Board.

5. Sound Performance Management

In order to demonstrate that the Board is effectively serving the CDS, members of the military and the Canadian public, means of assessing the Board's performance must be in place on several fronts.

The Board's results chain is presented below to show how the foregoing contribute to the Board's fulfilment of its mandate and ultimately the achievement of its longer-term outcomes



The Priorities for the Year 2003-04

1. To provide findings and recommendations to the CDS on both new and outstanding grievances received at the Board and to participate in the review of the legislation that created the Board.
2. To comply with the *Policy for Continuous Learning in the Public Service of Canada* by developing a CFGB policy, action plan and individual learning plans for employees.
3. To fully support the government's modern comptrollership (MC) initiative by implementing an action plan to address the opportunities for improvement identified in the MC capacity assessment conducted in CFGB this past year. The implementation of priorities 4 and 6, below, are integral components of the Board's MC action plan.
4. To develop a strategy to implement knowledge management across all organizational functions.
5. To implement the Board's external and internal communications strategies and plans.
6. To complete the development and implementation of a fully integrated performance management system at the Board.

The Rationale Behind the Priorities

- ◆ The Board's first priority is to review grievances in a fair and timely manner. Therefore the costs of having salaried personnel on staff, as well as related operating and maintenance (O&M) costs, constitute the major spending priority. Of special note in FY 2003-04 is the requirement to participate in the review of the *National Defence Act* since it concerns the Board's very existence.
- ◆ Priorities 2 and 3 are mandatory government-wide priorities for all departments and agencies and they are consistent with CFGB's organizational strategies.
- ◆ The Board has established sound knowledge management practices within its core operations. The next priority is to ensure that a process for acquiring, sharing, using and retaining knowledge is established throughout the whole organization, including the corporate services functions.
- ◆ The analysis of factors in the Board's external environment clearly shows that effective communications is paramount to its success, particularly since a change in perceptions and attitudes is involved. In order to demonstrate that the Board provides value-added in the grievance review process and to distinguish its role from other players in the arena of staff relations within the Canadian Forces, it will be necessary to communicate the Board's role in the overall grievance review process and to promote the benefits of its work. Good internal communications is equally important to the Board's success.

- ◆ To determine if an organization is performing well, it must assess or measure its performance against established objectives on several fronts. The organization has to monitor progress in relation to its spending priorities and operational plans. It has to assess employees' performance in achieving operational goals and it has to have some means of measuring its outputs. Finally, monitoring mechanisms must be in place in order to assess whether or not the organization is attaining its established strategic outcome and results.

As explained earlier in the section concerning the major challenges the Board is facing, if it does not receive an increase to its A-base budget, it will be able to cover only the most basic of salary and O&M costs. Thus, **priority one (salaries, employee benefits and related O&M) will consume 100% of the Board's budget.**

Unless the Board receives a funding increase it will be dependent on funding available through TBS' Modern Comptrollership Office to implement the majority of its MC initiatives, which includes priorities two, four and six, presented earlier in this report.

Assessing Performance

As previously discussed, several mechanisms will be used to evaluate and/or measure performance, in the context of sound performance management at the Board.

1. Progress against priorities and operational plans will be monitored using a Balance Scorecard.
2. Outputs will be measured using performance indicators.
3. Outcome and results will be monitored through the following means:
 - ◆ Determine the number of CFGB findings and recommendations supported by the CDS
 - ◆ Review reasons provided when CFGB findings and recommendations are unsupported by the CDS
 - ◆ Obtain feedback from Canadian Forces' members whose grievances have been reviewed
 - ◆ Obtain views from other members of the Canadian Forces
 - ◆ Review any Federal Court decisions regarding grievances that had been reviewed by the CFGB
 - ◆ Follow-up on changes made to conditions of work as a result of the Board's work

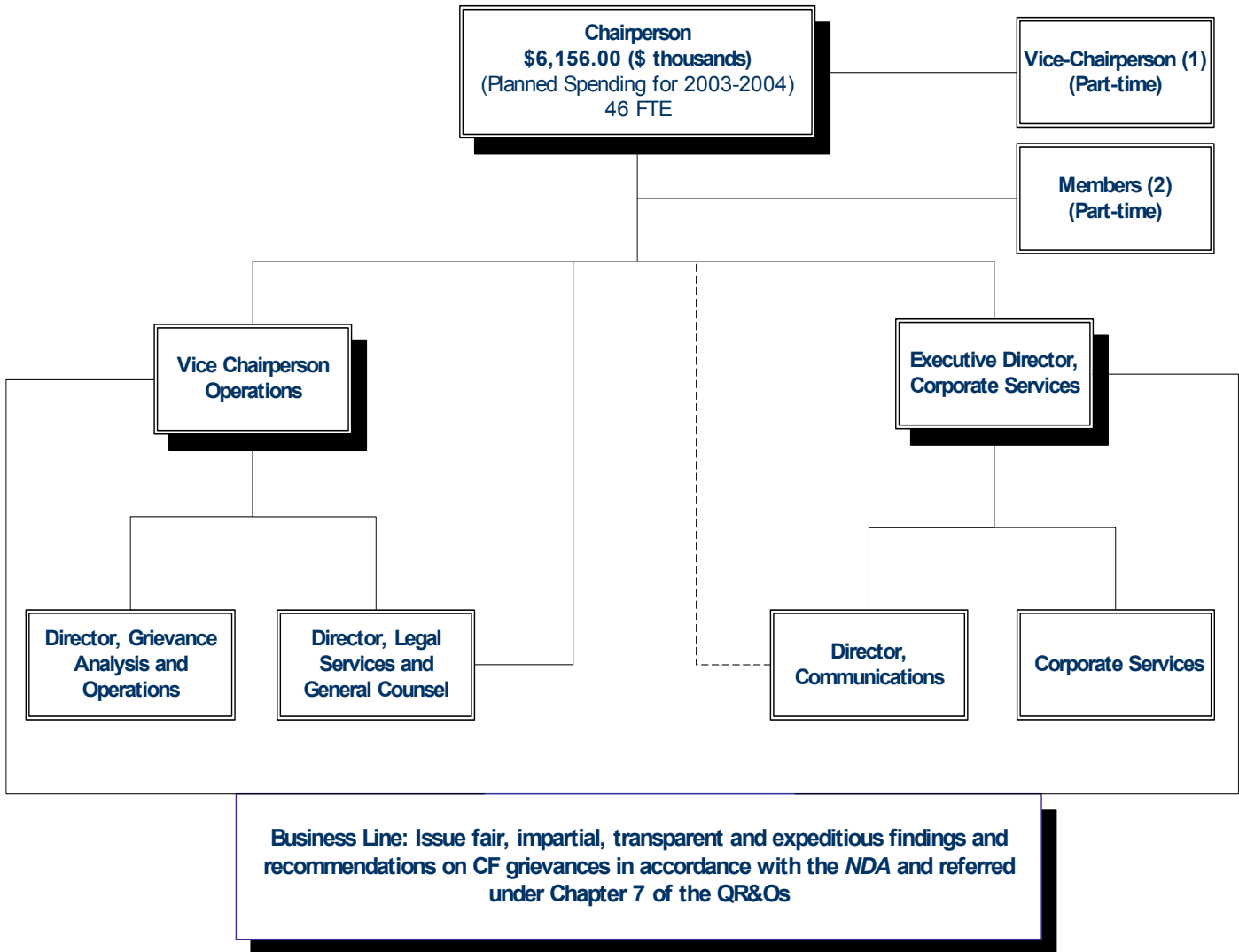
It should be noted that certain monitoring mechanisms will not be implemented until FY 2004-05, since some strategic results will not be fully evident until the Board has been operational for a few years.

Organization

Strategic Outcomes and Business Line

| Business Line | Strategic Outcomes | (\$ thousands) |
|--|--|----------------|
| | Contribution to increased confidence among members of the Canadian Forces that the principles of fairness and integrity underlie the administrative justice system within the military and contribution to improved conditions of work in the Canadian Forces, through the fair and impartial review of grievances | Total |
| Issue fair, impartial, transparent and expeditious findings and recommendations on CF grievances in accordance with the <i>NDA</i> and referred under Chapter 7 of the QR&Os | \$6,156 | \$6,156 |

Accountability



Departmental Planned Spending

| (\$ thousands) | Forecast ** Spending 2002-2003 | Planned Spending 2003-2004 | Planned Spending 2004-2005 | Planned Spending 2005-2006 |
|--|--------------------------------------|---|----------------------------------|----------------------------------|
| Budgetary Main Estimates (gross) | 8,134 | 6,147 | 6,147 | 6,147 |
| Non-Budgetary Main Estimates (gross) | | | | |
| Less: Respendable Revenue | | | | |
| Total Main Estimates | 8,134 | 6,147 | 6,147 | 6,147 |
| Adjustments ** | 2,210 | 9 | 13 | 13 |
| Net Planned Spending | 10,344* | 6,156 | 6,160 | 6,160 |
| Less: Non-respendable revenue | | | | |
| Plus: Cost of services received without charge | 270 | 225 | 226 | 226 |
| Net cost of Program | 10,614 | 6,381 | 6,386 | 6,386 |
| | | | | |
| Full Time Equivalents | 46 | 46 | 46 | 46 |

* Reflects the best forecast of total net planned spending to the end of fiscal year

** Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget Initiatives, Supplementary Estimates etc.

The reason the CFGB has been able to deliver against its legislated and corporate obligations is because DND has provided supplementary funding to the Board. If there is no increase in CFGB's annual reference level, it will not be able to implement all the plans and priorities in this report, nor will it be able to review all of the new grievances it could possibly receive each year, above and beyond the outstanding grievances still before the Board.

Annex A - Financial Information

Net Cost of Program for the Estimates Year

| (\$ thousands) | Total |
|---|--------------|
| Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending table) | 6,156 |
| Plus: Services Received without Charge | |
| Accommodation provided by Public Works and Government Services Canada (PWGSC) | — |
| Contributions covering employees' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds) | 225 |
| Worker's compensation coverage provided by Human Resources Canada | — |
| Salary and associated expenditures of legal services provided by Justice Canada | — |
| | 6,381 |
| | |
| Less: Non-respendable Revenue | |
| 2003-2004 Net cost of Program | 6,381 |

Annex B – Other Information

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Statutory Annual Reports and Board Reports

The following documents can be found on the Board's Web Site:

[Annual Report : 2001](#)

[2002-2003 Estimates: A Report on Plans and Priorities](#)

[Annual Report : 2000](#)

[2001-2002 Estimates: A Report on Plans and Priorities](#)

[Canadian Forces Grievance Board Rules of Procedure \(Review of a Grievance by Way of a Hearing\)](#)