



Chief Review Services

FOLLOW-UP EVALUATION OF THE
CANADIAN FORCES LIAISON COUNCIL

September 2002

1258-118-2 (CRS)

SYNOPSIS

This report presents the results of follow-up work on a 1996 evaluation performed by the Chief of Review Services. The objective of this current evaluation work was to assess the continuing relevance and effectiveness of a program to promote the Canadian Forces Reserves amongst employers and to encourage and facilitate the availability of reservists for military duties.

The program is guided and delivered by a network of volunteer civilian business executives, military Provincial Liaison Officers and staff at National Defence Headquarters. The central program mechanism is the Canadian Forces Liaison Council (CFLC), chaired by a respected civilian employer. The CFLC was so named in 1992, and a new and much-expanded employer support program was officially launched in 1993. Annual public costs amount to approximately \$1.4M.

The follow-up evaluation encountered a well-established program, which has experienced much success and is striving to reconcile resource constraints with increasing opportunities for beneficial impacts. The program is, for example, particularly challenged to develop and maintain management enablers such as a comprehensive database of employers. Key outcomes of this evaluation and the discussions with the dedicated people involved in its delivery are as follows:

- a. the Council will initiate a special project to target post-secondary educational institutions where reservists may be students or employees;*
- b. an initiative has been launched to target federal government departments and agencies as employers;*
- c. enhanced communication processes are being implemented; and*
- d. perhaps most importantly, a CFLC Strategic Plan has recently been issued – it addresses all of the issues raised by this evaluation.*

In conclusion, we support the rationale for, and progress achieved by, the CFLC and the employer support program. Implementation of the action plans relative to this evaluation report, will further enable the CFLC to keep pace with the demand for employer support services and to enhance its influence and effectiveness. An increasingly stronger and relevant employer support program will result.

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EXECUTIVE SUMMARY

BACKGROUND

1. **Genesis of the Canadian Forces Liaison Council (CFLC).** Canada's Reserve Force is an important component of the Defence Team, augmenting and supporting the Regular Force and providing a base for mobilization. Historically Canadian Reservists have made important contributions to peacekeeping/ peacemaking and to domestic relief operations. Given this substantial contribution, the Canadian Forces are substantially reliant on members of the Reserve Force in the numbers needed, when and where required. The need to ensure Reserve member availability has led to the requirement to engender employer support in the form of job protection, leave for military training/ operations and salary top-up. In 1978, the National Employer Support Committee (NESC) was established to develop and deliver a program to obtain the support of employers for members of the Reserve Force. In November 1992, the Committee was renamed the CFLC, and a new and much expanded employer support program was officially launched in April 1993.

2. **Evaluating the CFLC.** During the period January-March 1996, CRS conducted a program evaluation of the CFLC. The overall findings were very positive, noting the numerous achievements as well as recommending areas for improvement. Recognizing that many CFLC programs were in early implementation and had yet to reach any level of maturity, the CRS Team recommended that a follow-up evaluation be conducted after a further three-year period. At the request of the VCDS, CRS undertook this follow-up evaluation work with the objective of assessing the accomplishments, continued relevance and effectiveness of the employer support program.

RESULTS IN BRIEF

3. The evaluation has validated the continued need for the CFLC and the employer support program. The CFLC has developed an effective set of program initiatives that are professionally delivered by a competent and dedicated network of volunteer civilian executives, military Provincial Liaison Officers and NDHQ staff.

4. The evaluation has determined that:

- a. action has been taken relative to the majority of the prior evaluation recommendations – in those instances where full implementation has not occurred, resource limitations and competing priorities have been the principal reasons;
- b. the CFLC is an appropriate means to meet the employer support program's stated mandate and objectives;

- c. notwithstanding that specific adjustments can be made to augment the impact of individual program initiatives, the Council is providing well-established and effective services having a demonstrable link to CF operational requirements;
- d. the ExecuTrek Program is a high-impact initiative that delivers good value for the funds expended. It is the most effective program to be delivered by the CFLC and with the judicious selection of targeted employers, will continue to provide substantial benefits for the employer support program well into the future;
- e. the Council and associated employer support program provide excellent public relations for the Reserve Force and for the CF and DND as a whole; and
- f. there is sufficient oversight and accountability in the current reporting relationships.

RECOMMENDATIONS

5. This report identifies a number of recommendations intended to assist the CFLC to further enhance its influence and effectiveness, and in so doing, provide a stronger and more relevant employer support program.

6. Certain key recommendations appear below. The full set of recommendations are explained in detail throughout this report and are listed at Part VI, along with an indication of corresponding management action. They deal with Mandate, Accountability, Strategic Planning, Effectiveness and Efficiency. Some will reiterate, or refine, suggestions from the prior evaluation:

- a. the mandate of the CFLC be expanded to include support to reservists attending, or employed in, educational institutions and to provide support to the Cadet Instructor Cadre (CIC);
- b. a strategy be developed to achieve inroads toward active support from federal departments and agencies as model employers of reservists;
- c. an annual strategic plan be developed and promulgated effective FY 2002/03;
- d. measures be taken to ensure routine follow-up with employers, particularly those who may have directly participated in program-sponsored activities;
- e. the CFLC develop and implement an effective and sustained communications strategy aimed at the individual reservist and members of the Regular Force;
- f. a Reserve Unit employer database be developed and maintained; and
- g. the number of Provincial Liaison Officers be progressively increased.

PART I – INTRODUCTION

Being a Member of the Reserves Requires a Special Kind of Dedication and Commitment

General R.R. Henault, Chief of the Defence Staff

BACKGROUND

1.1 The present employer support program dates back to 1978 with the formation of the National Employer Support Committee (NESC), a group of business leaders brought together by the Minister of National Defence to assist in obtaining employer support for the Reserve Force. In an effort to revitalize the employer support program, the NESC was renamed the Canadian Forces Liaison Council (CFLC) in November 1992 and a new and much expanded employer support program was officially launched in April 1993-with a three-year mandate. Program Control Board recommended that the effectiveness of the CFLC be reviewed at the end of this initial three-year period.

1.2 During the period January-March 1996, CRS conducted a program evaluation of the CFLC. The overall findings of the review were very positive, noting the numerous achievements as well as recommending areas for improvement. Recognizing that many CFLC programs were in early implementation and had yet to reach any level of maturity, the CRS Team recommended that a follow-up evaluation be conducted after a further three-year period.

1.3 The employer support program is now well established. Its very existence, capabilities and benefits have become more widely known leading to an increased demand for employer support assistance and pressure for the CFLC to assume responsibilities that are in addition to the current, accepted mandate.

AIM

1.4 The aim of this evaluation work is to assess the accomplishments, continued relevance and effectiveness of the employer support program since the 1996 CRS evaluation and to recommend if changes to the current mandate are appropriate.

SCOPE AND OBJECTIVES

1.5 The scope includes an assessment of all aspects of the employer support program ranging from the validity of the mandate, goals and objectives to program delivery.

METHODOLOGY

1.6 The assessment included an extensive review of relevant employer support and pan-Reserve literature. This was complemented by a series of structured interviews, written questionnaires, surveys and focus groups:

- a. a total of 47 individuals were either interviewed in person or responded to written questionnaires. A list may be found at Annex A;
- b. focus groups were held with a total of 127 personnel from 12 Reserve Units as well as with 16 Cadet Instructors Cadre (CIC) officers;
- c. surveys were sent to 213 Reserve Unit Commanding Officers with a return rate of 44 per cent and 18 Provincial Liaison Officers with a return rate of 89 per cent. Survey results from a total of 73 civilian employers were also included in the analysis. While the return rate from Commanding Officers was disappointing, the fact that surveys were sent out during summer stand down for many units was a contributing factor;
- d. written input was received from CIC officers commanding Cadet Corps/ Squadrons representing 97 CIC officers; and
- e. national meetings of the CFLC (2), C Res & Cdts, the CIC and the Canadian Rangers were consulted and briefed.

REPORT STRUCTURE

1.7 The remainder of this report is broken down into five parts. Part II is a profile of the employer support program describing the organization of the CFLC, mandate, objectives and program profiles. Parts III-V are a discussion and analysis of the specific issues examined in the course of this assessment. Conclusions and recommendations are included following the discussion of each issue. Recommendations are summarized in Part VI.

PART II – PROGRAM PROFILE

BACKGROUND

2.1 Canada's Reserve Force is an important component of the Defence team. It operates within a Total Force environment that envisions a partnership with the Regular Force; integrating Reserve Force and Regular Force personnel to provide multi-purpose, combat capable armed forces. The primary role of the Reserves, as outlined in the 1994 Defence White Paper, is one of augmentation, sustainment and support of deployed forces. Historically, Canadian reservists have made substantial contributions to peacekeeping/peacemaking and domestic relief operations. Given this substantial contribution, it is crucial that the Canadian Forces be able to count upon the availability of members of the Reserve Force in the numbers needed, when and where required. With a presence in hundreds of Canadian communities, reservists also provide an important link between the Canadian Forces and Canadian society as a whole.

"The Canadian Forces rely a great deal on our Reserve members to enhance our operational capabilities, both at home and abroad."

Gen R.R. Henault, Chief of the Defence Staff, August 2001

2.2 To place the remainder of this report in context, it is important to be familiar with the various components of the Reserve Force as each of them has its own unique challenges and requirements vis-à-vis employer support.

2.3 Primary Reserve. The Primary Reserve is divided into four elements:

- a. Naval Reserve. The Naval Reserve consists of 24 units known as Naval Reserve Divisions located in most major cities across Canada. With an authorized strength of 4,000, the mission of the Naval Reserve is to provide to the Chief of the Maritime Staff trained personnel to man its combat and support elements to enable Canada to meet its objectives in times of peace, crisis or war. Tasks of the Naval Reserve include providing crews for 10 of the 12 Maritime Coastal Defence Vessels (MCDVs), providing port security, naval control of shipping and maintaining port inspection diving teams;
- b. Air Reserve. The Air Reserve consists of 14 Air Reserve Flights, one Detachment and four Reserve heavy squadrons with an authorized strength of 3,325 reservists. The primary role of the Air Reserve is to augment, sustain and support deployed forces. The Air Reserve is an integral part of the Total Force and is fully integrated into core processes in various headquarters and units;
- c. Land Reserve. The Land Reserve is comprised of 122 distinct units, ten Brigade Headquarters, four Civil Military Co-operation (CIMIC) Detachments and 45 Bands (some volunteer and some fully established and paid). There are also 14 Medical Companies/Platoons that are under Operational Command of the Land Staff. However, they belong to the Canadian Forces Medical Group. As a result

of the work of the Project Management Office for the Land Force Reserve Restructure (PMO LFRR), the Land Reserve has undergone and will continue to undergo significant restructuring that will include the creation of several new capabilities for the CF. The Land Reserve plays a critical role in the augmentation, sustainment and mobilization of Land Forces. With a current strength of 14,700, the Land Reserve is authorized to grow to 18,500 over the next several years; and

- d. Communications Reserve. The Communications Reserve is organized into 23 units under the command and control of four regional Communications Groups that are responsible to Director General Information Management Operations (DGIMO), a Division of Information Management Group. The Communications Reserve is fully integrated into the operations of its Regular Force counterpart. With a mandate to provide combat capable information technology/information management services, the Communications Reserve has an effective strength of 2,000 and an authorized strength of 2,524.

2.4 The Supplementary Reserve. The Supplementary Reserve consists of former members of the Regular or Reserve Force. Members are not required for duty or regular training; however, they do provide a pool of personnel that could be called out in an emergency.

2.5 Cadet Instructors Cadre (CIC). CIC Officers are members of the Reserve Force and hold a Queen's Commission. They are employed in various capacities at Cadet Corps/Squadrons, Summer Training Centres and full time on various headquarters staffs. CIC officers are responsible for the supervision, administration and training of over 54,000 cadets in 1,132 Cadet Corps. There are presently in excess of 4,500 serving CIC officers.

2.6 The Canadian Rangers. The role of the Canadian Rangers is to provide a military presence in those sparsely settled northern, coastal and isolated areas of Canada that could not conveniently or economically be covered by other elements of the military. The Canadian Rangers are organized into 143 patrols in seven provinces and three territories. The current strength is 3,630 with a planned increase to 4,800 in FY 2007/08.

PROGRAM DESCRIPTION

Strategic Direction

2.7 The work of the CFLC is guided by several key documents such as NDHQ Action Directive D3/89, the CFLC Business Plan, CFLC Standing Operating Procedures and the recently developed CFLC Strategic Plan. Found within these documents are the aim, mandate and objectives which are the foundation of the CFLC strategic direction. Although more than one version of the mission appears within CFLC documentation, the current and valid mission as stated in Annex D to the Chief Reserves and Cadets Business Planning Proposal for FY 2002/03 is, "To enhance the operational capability of the Canadian Forces by assisting the Commands in ensuring the availability of reservists for both training and operations."

2.8 The mandate of the CFLC as stated in Annex C to the C Res & Cdts Business Plan 1999/00-2003/04 is "To promote the Canadian Reserve Forces through trade associations, small and large businesses, government and municipal agencies etc., in order to facilitate the granting of leaves of absence for training without loss of job promotion and vacation time, and also to facilitate the hiring of reservists". This same version of the mandate is contained in a CFLC briefing given to the new C Res & Cdts in August 2000. This mandate is pan-Reserve in nature.

2.9 The CFLC Intranet site posts the following mandate: "To promote Canada's Primary Reserve Force through trade associations, small and large businesses, government and municipal agencies, etc., in order to facilitate the granting of leaves of absence for training without loss of job promotion and vacation time, and also to facilitate the hiring of reservists." The only difference between this version and the preceding one is the phrase "Canada's Primary Reserve Force." This version of the mandate is not pan-Reserve in nature.

Organizational Structure

2.10 The CFLC is organized into three distinct elements, the Council, Provincial Liaison Officers and the Secretariat:

- a. Council. The Council is made up of 16 civilian members including three that are Honourary Chairs. The National Chair is appointed by and reports directly to the Minister of National Defence. Other members include the Vice-Chair and ten Provincial Chairs appointed by the National Chair, and the Executive Director who is in charge of the Secretariat at NDHQ. All provinces except Quebec, Prince Edward Island and Newfoundland have established Provincial Councils;
- b. Provincial Liaison Officers. A group of 18 Provincial Liaison Officers, Reserve officers in the rank of Colonel/Lieutenant-Colonel and equivalent, provides support to the Provincial Councils and ensures liaison between the Council, Reserve Units and other military organizations within their area of responsibility; and
- c. Secretariat. The Secretariat consists of eight full-time Class B reservists, one part-time Class B reservist and a civilian Executive Director (ED). As outlined in the recently developed CFLC Strategic Plan, the Secretariat is mandated to:
 - provide direction to the CFLC and the Reserve Force Employer Support Program
 - co-ordinate the work of all stakeholders
 - organize and deliver all programs and activities
 - produce all supporting materials
 - maintain all support systems and services
 - ensure the management and administration of all operations and activities according to government rules and regulations

Accountability

2.11 The ED CFLC is responsible for providing advice to the National Chair, Council members and to the military chain of command. The incumbent of the ED position also provides direction to the members of the Secretariat, functional direction to the Liaison Officers and is responsible for the day-to-day running of CFLC programs. In the performance of the duties of the position, the ED CFLC is responsible to both the National Chair and to the C Res & Cdts through Director General Reserves & Cadets (DGRC). As the Executive Director's immediate military supervisor, DGRC provides financial and personnel resources and the administrative support required to deliver the employer support programs. DGRC is accountable to the VCDS through the C Res & Cdts for the proper and efficient expenditure of monies provided to the CFLC.

Resources

2.12 The CFLC budget for FY 1994/95 was \$1,232,000. Since then the budget has grown by a modest increase of 12 per cent or \$147,000.

Table 1 - CFLC Budget FY 2001/02

Activity	Allocation	Remarks
Operations & Maintenance	\$909,000	
Class B Pay	\$375,000	Controlled Centrally by DGRC
Salary Wage Envelope	\$95,000	Controlled Centrally by DGRC
Totals	\$1,379,000	

Program Objectives

2.13 The objectives of the CFLC are (as prioritized by the CFLC):

- a. to raise employers' awareness, interest, knowledge and appreciation of the Reserve Force;
- b. to seek commitments from employers and educational institutions to enhance the availability of reservists for training and operations, without penalty;
- c. to inform reservists about the value of employer support and provide them with methods of achieving it;
- d. to assist in the prevention and resolution of conflicts that are the result of an employee being a reservist;
- e. to sensitize other members of the Canadian Forces and DND about the value of the Reserve Force and the nature of employer support for the reserves;

- f. to recognize and acknowledge the contribution and support of employers; and
- g. to encourage and facilitate the employment of reservists by civilian employers who are supportive of the Reserve.

Program Activities

2.14 The objectives of the CFLC are achieved mainly through the implementation of seven core programs:

- a. Outreach Program. Conveys the employer support message through mail-outs, presentations and articles in business and professional journals, along with the manning of displays at conferences and special events designed to communicate with employers. Outreach also seeks to communicate the employer support message to all members of the Canadian Forces and DND outside the Primary Reserve;
- b. ExecuTrek Program. Is a series of one-day visits by employers and supervisors to see reservists at work in a training or operational environment. Employers get a first-hand view of reserve training and the knowledge and skills that reservists acquire. They also learn the value of supporting the Reserve Force;
- c. Business Executives Military Experience Program (BEME). Enables employers to experience the life of a reservist for a weekend. Employers are taken to the field and required to perform various tasks and exercises that call upon skills and values routinely acquired by reservists;
- d. Reserve Unit Support Program (RUSP). Provides assistance to individual reservists and Reserve Units to establish, maintain and enhance relationships with local employers. It also provides support for unit activities involving local employers and communicates the value of employer support to the chain of command;
- e. Awards Program. Formally recognizes the vital contributions of employers who actively support reservists. Supportive employers are nominated by their reservist employees. Recognition is in the form of national and provincial awards, certificates of appreciation and pro forma thank you letters as found in the RUSP manual;
- f. Mediation Program. Is oriented to the prevention of conflicts between reservists and their employers and assists in the resolution of conflicts that may arise; and
- g. Reserve Employment Assistance Program (REAP). Assists employers in hiring reservists by placing job opportunity notices in targeted Reserve Units. CFLC acts as a “conduit”, not as an employment agency, and does not become involved in the hiring process or formally tracking the results.

PART III – IMPLEMENTATION OF 1996 CRS EVALUATION RECOMMENDATIONS

BACKGROUND

3.1 In 1996 CRS conducted a program evaluation of the CFLC and the employer support program. The evaluation made several recommendations, all of which were accepted by management. The following paragraphs highlight the recommendations and comment upon the extent to which they were implemented.

PROGRAM MANDATE

3.2 *The ongoing mandate of the CFLC should be approved to permit the activities that have been designed and implemented during the formative years of the CFLC (1993-1996) to be conducted as continuing management functions.* The 1996 mandate was approved as recommended.

3.3 *A summative evaluation of the outcomes of mature programs, rather than newly developed programs, should be conducted in three years to assess their further achievements.* With the promulgation of this report, this recommendation has been implemented.

3.4 *The mandate of the CFLC should be revised to reflect the high percentage of reservists who are enrolled in educational institutions.* This recommendation has not been formally implemented, although the targeting of educational institutions has been actioned by some units, Provincial Liaison Officers and Provincial Councils. This recommendation is still valid and will be addressed in more detail in Part V of this report. The CFLC does recognize the importance of such a program in that support for educational institutions is mentioned in CFLC objectives and Standard Operating Procedures. Additionally, this has been the focus of several ExecuTrek and unit visits.

STRATEGIC PLANNING

3.5 *The CFLC should develop an operational business plan that sets out annual objectives, program activities and the functional strategies to carry them out.* This recommendation was fully implemented in 1998; however, in subsequent years only an abbreviated version has been produced.

PROGRAM EFFECTIVENESS

3.6 *The CFLC must ensure support for reservists is demonstrated by federal government departments and agencies.* This recommendation has not been implemented. Developing and implementing an employer support program specifically designed for Federal Government Departments and Agencies is a daunting task. Nevertheless, this evaluation has determined that the need exists and this recommendation remains valid. Once this policy has been completed, it could serve as a model to be applied to Provincial Governments and Agencies.

"The Federal Government is not giving the best example to employers, often making it quite difficult for its employees who are reservists to obtain leave from their jobs for military training."
Report of the Special Commission on the Restructuring of the Reserves, January 1996

3.7 *Outreach publications and promotional materials bearing the CFLC monogram must clearly indicate that the CFLC is an organization that functions on behalf of the Reserves.* This recommendation has been implemented. The expression "Employer Support for the Reserve Force" is prominent on all CFLC documentation and promotional material.

3.8 *Provincial Liaison Officers must ensure that all Reserve Units assigned to them are visited on a regular basis.* This recommendation has been partially implemented. Sixty per cent of Commanding Officers who responded to the evaluation survey indicated that they had been visited in the past 12 months, although 23 per cent indicated they had never had a visit. In some cases, this may be due to a lack of interest or support provided by the unit or workload of the individual Liaison Officer. This issue is more fully discussed in Part IV.

3.9 *To ensure maximum benefit and utilization are derived from the Reserve Unit Support Program (RUSP) program documentation, Provincial Liaison Officers must ensure that all Reserve Units and reservists are made aware of the RUSP package and how it is used.* Information gathered through interviews and surveys indicates that this recommendation has been implemented in most units. Commanding Officers and members of Reserve units have indicated that the RUSP is an excellent tool that has produced tangible benefits for many reservists. Abbreviated survey results with respect to RUSP are as follows:

- a. Ninety per cent of units have a copy of RUSP; and
- b. Seventy-one per cent of units have used RUSP in the past year.

3.10 *Administrative procedures must be developed and implemented by the CFLC to ensure that there is sufficient follow-up to ExecuTrek events, ensuring that commitments made by participants to employer support, are disseminated to appropriate management and supervisory levels within their organization.* Follow-up is conducted immediately following an ExecuTrek visit, however, long-term follow-up is limited. There is no procedure in place to ensure that commitments have been enacted. This is especially important for ExecuTrek visits. Developing administrative procedures to follow up on the 6,000 plus employers in the employer

database is a difficult task given current resources and overarching program priorities. This said, some form of follow-up is critical to ensure that post-visit excitement and good intentions are translated into support policies that are enacted by the employer over the long term.

3.11 *To ensure that reserve and employer support issues remain the principal focus of the CFLC organization, the CFLC Secretariat should retain its administrative reporting relationship to C Res & Cdts through DGRC.* This recommendation has been implemented and the reporting relationship remains unchanged. Further discussion with respect to reporting relationships may be found in Part IV.

3.12 *Administrative assistance and support should be provided through Reserve or volunteer resources to each Provincial Council to assist in routine administration and coordination functions, particularly during the most active part of the ExecuTrek season.* This recommendation has not been implemented. The Ontario Council receives support from one Provincial Liaison Officer who is double-hatted as Council Secretary, a situation that is unique. Provincial Chairs and Council members give freely of their personal time, as well as that of their staff. As volunteers, this demand on their time, especially in the larger provinces, can be excessive. The CFLC Secretariat should conduct a needs assessment and where warranted, provide administrative support. The first priority should be the appointment of Provincial Secretaries where the need has been identified. This recommendation remains valid.

CONCLUSIONS RELATED TO 1996 CRS EVALUATION

3.13 The 2001 CRS evaluation work concludes that the majority of the 1996 CRS recommendations have been implemented. In those instances where recommendations have not been implemented, this is due mainly to resource constraints and competing priorities – successes experienced by the employer support program have provided a foundation for extension of its services and correspondingly increased demands on resources.

2002 Assessment RECOMMENDATIONS RELATED TO 1996 CRS EVALUATION

3.14 *It is recommended that a strategy be developed to achieve inroads toward active support from federal departments and agencies as model employers of reservists.* This strategy should be developed in stages with priority given to developing a communications plan to be directed at Federal Government Departments and Agencies and the inclusion of Government senior managers in the ExecuTrek program.

3.15 *It is recommended that measures be taken to ensure routine follow-up with employers, particularly those who may have directly participated in program-sponsored activities.* One option is to task Provincial Liaison Officers to conduct this follow-up with employers within their areas of responsibility. With an increase in their numbers, this task should be manageable. Alternately the CFLC could hire local Class A reservists to conduct this follow-up on behalf of the Liaison Officers.

3.16 *It is recommended that the CFLC Secretariat develop a plan to provide administrative support to the Provincial Councils.* The CFLC Secretariat should conduct a needs assessment and where warranted, provide administrative support. The first priority should be the appointment of Provincial Secretaries where the need has been identified. If the number of Provincial Liaison Officers were to be increased, one Liaison Officer in each province could be appointed Provincial Secretary as a secondary duty. Alternatively, a Class A Captain or Chief Warrant Officer could fill this void.

PART IV – THE EMPLOYER SUPPORT PROGRAM POST 1996

INTRODUCTION

4.1 Part IV of this report addresses the following issues:

- a. program validity;
- b. strategic planning and direction;
- c. program effectiveness;
- d. program efficiency; and
- e. program alternatives.

PROGRAM VALIDITY

4.2 When considering the issue of program validity, the assessment sought to answer the following questions:

- a. Does the program have a valid mandate?
- b. Is there an appropriate rationale for the program?
- c. Is the program relevant?
- d. Is the program tied to CF operational tasks and missions?

4.3 As noted in Part II of this report, there are two versions of the CFLC mandate in CFLC literature. The 1996 mandate contains the phrase "Canadian Reserve Forces" and suggests a pan-Reserve approach to employer support. By definition, this would include the Primary Reserve, Supplementary Reserve, the Cadet Instructors Cadre and the Canadian Rangers. Amongst CFLC personnel, the mandate has been interpreted to include only members of the Primary Reserve and hence the recent addition of the word "Primary" before Reserve Forces. This restrictive view dates back to the NESC. Nevertheless, the revision of the 1996 mandate by CFLC Secretariat staff is a significant change. Information obtained during the course of this assessment indicates that this was a unilateral change, not approved by the National Chair, Council members or by the military chain of command. It is for this reason that this follow-on assessment has accepted the 1996 pan-Reserve version of the CFLC mandate as the authoritative document.

4.4 The 1996 mandate, and indeed the revised version, gives clear direction and focus to the CFLC employer support program. Objectives and programs have been developed that fulfil the mandate and in several areas surpass the stated intent. This in turn garners benefits for the Reserve Force and for the CF/DND as a whole. This is especially true in the realm of public

relations. The Reserve Force maintains an important and constant link to the community and in many instances provides the sole military contact. As a result of CFLC programs such as ExecuTrek, Outreach and Awards, positive public relations is accrued on behalf of the CF and DND. The employer support program also impacts upon Reserve recruiting and retention, issues that the CFLC is not formally mandated to address.

4.5 Sixty-seven per cent of the individuals interviewed or surveyed believed that the CFLC was accomplishing its mandate. This is further supported by the broader findings of our assessment. The 1996 CFLC mandate is judged to be valid, but not fully implemented given the current focus on the Primary Reserve.

4.6 Given the current personnel strength of the Canadian Forces, combined with the high operational tempo, the importance of the Reserve Force cannot be overstated. A key element in ensuring that reservists are available to serve when and where required is the employer support program. By actively pursuing programs designed to generate employer support, the CFLC enables reservists to serve in the Reserve Force and concurrently pursue a civilian career. Our survey of Unit Commanding Officers supported by the various focus groups, clearly demonstrates the need for the employer support program. Responses to the survey show that 55 per cent of unit members are employed, within or outside of the Reserves, either full-time or part-time. The extent to which reservists experience difficulty in obtaining time off to deploy overseas or to participate in Reserve activities is difficult to determine, as many problems are not reported. Evidence collected when interviewing individual reservists indicates that the number of reservists who require employer support services is quite high. Accordingly, these are strong indicators that the rationale for the existence of the program is sound.

4.7 The CFLC employer support program rests upon a series of pillars. The first pillar is the individual reservist who identifies possible conflicts between Reserve activities and employment or school-related pressures. For the program to be successful, the reservist must be knowledgeable about the employer support program and know who the Unit Employer Support Representative (UESR) is. Interviews with 127 reservists indicated some lack of familiarity with the CFLC program. In some cases, there would appear to be a correlation between this lack of familiarity and the level of interest on the part of Commanding Officers or to an administrative workload that has pushed the employer support program down the list of priorities. Nevertheless, the clients of the employer support program are individual reservists and they must be knowledgeable about the services provided on their behalf. To be fair, it must be noted that while the knowledge level in many units is low, it is equally high in many other units.

4.8 The second pillar of the employer support program consists of the UESR and the Unit Commanding Officer who jointly act as first line support. In order to provide this support, both individuals need to know who the unit employers are and to ensure that regular employer support program information sessions are held in the unit. Evidence has shown that the majority of work and school-related conflicts could be resolved at either the individual reservist or unit level, especially when the tools

"It is essential that Commanding Officers recognize the importance of employer support in the retention of their soldiers."

*Provincial Liaison Officer,
August 2001*

provided by the RUSP are used. Results of the assessment survey indicate that Commanding Officers are very knowledgeable about the CFLC. Ninety-nine per cent of those who responded indicated they were familiar with the CFLC, its mandate and objectives. A further 59 per cent indicated that they felt they had a high level of knowledge. In spite of this awareness, many Commanding Officers feel that employer support programs are not a particularly high priority relative to other unit tasks.

4.9 The third pillar of the employer support program consists of the National Chair, Provincial Chairs and Councils, and Provincial Liaison Officers who are the field representatives of the CFLC. These individuals provide second line support to unit representatives and provide a vital interface between employers and reservists. The fourth and final pillar consists of the CFLC Secretariat at NDHQ. The Secretariat provides support services to CFLC members, reservists, employers and to a wide range of other individuals and groups who seek information on the employer support program.

4.10 When discussing program validity, one should also consider if the employer support program is tied to CF operational tasks and missions. The mission of the CF and DND is to defend Canada and Canadian interests and values while contributing to international peace and security. Whether it is within Canada or overseas, the CFLC employer support program directly supports reservists serving in Bosnia, on Maritime Coastal Defence Vessels (MCDVs), in integrated Air Units and those who participate in domestic relief operations. The delivery of a successful CFLC program supports the operational tasks and missions of the Canadian Forces.

Conclusions Related to Program Validity

4.11 Ninety-three per cent of Commanding Officers responding to our survey, agreed that the CFLC and employer support programs were relevant and 80 per cent felt the CFLC would continue to be relevant five years hence. This was supported by the overwhelming majority of individuals interviewed and surveys conducted with Provincial Liaison Officers and ExecuTrek guests. The assessment has determined that *the CFLC employer support program remains a valid use of DND/CF resources*. There is a clear link between the program aim, mandate, objectives and CF operational requirements.

Recommendations Related to Program Validity

4.12 *It is recommended that changes to the CFLC employer support program that may be construed as significant by either Council members or by the Chief Reserves and Cadets (C Res & Cdts) be approved in advance by both organizations.* This recommendation is made as a result of the unilateral change of the CFLC mandate. Implementation of this recommendation should reduce the risk of a recurrence of this problem.

4.13 *It is recommended that the CFLC develop and implement an effective and sustained communications strategy aimed at the individual reservist and members of the Regular Force.* The aim of this strategy would be to build awareness and improve knowledge of the employer support program. Data gathered during the course of this assessment indicates that a significant number of reservists are not aware of the CFLC and the employer support program. Many

members of the Regular Force are also ill informed. This negatively impacts upon the effectiveness of the program. This strategy should be accorded a high priority and given the high turnover rate in many Reserve units, be delivered on a regular basis. In order to have a sustained impact it would be beneficial to have a strategy premised on ongoing communications rather than a sporadic or periodic approach. It is acknowledged that Secretariat staff is dealing with a heavy workload and that this recommendation will aggravate that situation accordingly. If funds were to be made available, the hiring of consulting services should be considered. Alternately, the Executive Director should approach DGPA for assistance.

4.14 *It is recommended that Commanders of Commands Environmental Chiefs of Staff (ECSs) provide clear and succinct statements of support and direction to subordinate formations.* Many reservists are not aware of the existence of the CFLC and its employer support program. There is an apparent correlation between awareness and the level of support by Commanding Officers as well as workload and competing priorities. Without visible support from the chain of command, this situation will likely continue. If the ECSs wish to have a vibrant, effective employer support program, visible support must be demonstrated. To enact this recommendation, the CFLC should approach the ECSs and Reserve Advisors to explore options as to how this may be best accomplished.

STRATEGIC PLANNING AND DIRECTION

4.15 The CFLC annual Business Plan is promulgated as an abbreviated annex to the C Res & Cdts plan in accordance with direction received. This plan does not furnish the detail required to provide the requisite guidance to key players nor provide important information to the client, the reservist. As such it may be appropriate to develop and promulgate a strategic document in order to align activities with objectives.

4.16 The CFLC estimates that there are 1.2 million employers who could potentially employ reservists. In the past, the focus of the CFLC has been the delivery of existing programs to reservists, and rightly so. Heavy concentration on the delivery of existing programs affects the extent to which the CFLC maintains a forward-looking, strategic approach. Most employer support programs have been in existence for long enough to have reached a certain degree of maturity. The timing is now appropriate for the CFLC to become more proactive and to plan more strategically. The running of day-to-day programs should be left to Secretariat staff and Provincial Liaison Officers allowing the National Chair, Provincial Councils and the Executive Director to concentrate on more strategic issues.

4.17 In spite of the absence of a long-term strategy, the CFLC has demonstrated that it can pro-actively respond to the changing requirements of the CF and the Reserves. The recent Land Staff decision to deploy a Civil Military Co-Operation (CIMIC) Detachment and a formed Militia Company on future deployments to Bosnia will result in an increased demand for tailored employer support programs. While, overall, the number of reservists that will deploy from any given Militia Unit would remain basically unchanged, this new initiative will result in the deployment of a leadership cadre. The majority of this leadership cadre will be employed, most likely in full-time jobs, unlike junior officers and NCMs who have deployed in the past. This requires a campaign directed towards their employers. This is the first time that the Militia has

been tasked to send formed sub-units and it is important that the initiative succeed. By developing and implementing this new initiative, the CFLC will continue to provide strong and much needed support to CF operations.

4.18 In order to assist the Militia in the implementation of this new initiative, the CFLC has developed the following program support:

- advice will be offered to reservists selected for deployment on how to approach and communicate their new CF role to employers
- implementation of an ExecuTrek program for targeted employers who would be impacted by such a deployment. This would include visits to pre-deployment training and perhaps to Bosnia
- facilitate post deployment celebrations of employer support at the municipal level

4.19 While support to operations is an important aspect of the CFLC mandate, it must be remembered that as of 4 May 2001, only 263 reservists were serving overseas. This is a small percentage of the overall Reserve population and calls into question the extent to which the CFLC must ensure that resources are properly apportioned to support both deployed operations and the large number of reservists in Canada who require employer support to participate in unit training, summer concentrations and leadership courses. Seventy-five per cent of Commanding Officers who responded to the assessment survey indicated that support to deployed operations and day-to-day training requirements were both important and required the attention of the CFLC.

4.20 During the period 5-7 September 2001, the CFLC Futures Task Force met to discuss mandate, marketing strategy, programs, resources and organization. This is a positive and proactive initiative that would be beneficial were it to be conducted on a recurring basis. Forward looking, strategic planning and consultation with all stakeholders would help to ensure that new programs are developed or existing ones revised, thereby ensuring that the Council remains relevant.

4.21 When looking out five years, the CFLC must ensure that they consult with Environmental Staffs. The CFLC must ascertain where the ECSs will be five years into the future and how this will impact upon the employer support program. Mobilization planning, force structure and operational tasks are but three examples of operational issues that would impact employer support programs.

Conclusions Related to Strategic Planning and Direction

4.22 The development and promulgation of a strategic plan will complement the work of the CFLC and provide guidance over the near and long terms. The time is right to shift to increased focus on future issues.

Recommendations Related to Strategic Planning and Direction

4.23 *It is recommended that an annual strategic plan be developed and promulgated effective FY 2002/03.*

PROGRAM EFFECTIVENESS

4.24 When considering the issue of program effectiveness, the assessment sought to determine:

- a. if the client (the reservist) is being well served; and
- b. if employer support programs meet the stated objectives of the CFLC.

4.25 The following paragraphs discuss the effectiveness of the CFLC program initiatives that address each of the Council's objectives.

Objective. *To raise employer's awareness, interest, knowledge and appreciation of the Reserve Force.* This objective is addressed through the ExecuTrek, Business Executive Military Experience (BEME) and Outreach programs.

4.26 The ExecuTrek program is a series of one-day visits by employers to observe reservists in action. The target is to conduct 25 visits annually, reaching an audience of 500 employers. A typical visit would include:

- transportation to a visit locale, usually accompanied by at least one member of the Provincial Council and one of the Provincial Liaison Officers
- an initial visit briefing
- transportation from the briefing area to the field venue, by helicopter or APC if possible
- observation of reservists in action, including an opportunity to talk one-on-one
- a reception and final discussions. Employers are given kits and surveys and asked to indicate their support for the employer support program in writing

4.27 Since 1 April 1993, the CFLC estimates that in excess of 10,000 employers have been able to observe reservists in a training or operational environment. During the FY 2000/01 a total of 21 ExecuTrek events were conducted. Over this past year, 545 guests were hosted, 469 registration cards were collected of which 76 per cent were supportive of the employer support program and 60 per cent stated they would grant their reservist employees time off. ExecuTrek guests consider this to be an excellent program, as do Commanding Officers and Provincial Liaison Officers. From the perspective of communicating with employers, this program has been very

"This very hands on approach demonstrated the leadership, training and dedication of people in the Reserves which I believe are attributes that employers on the trip would seek."

ExecuTrek Guest, July 2001

successful. The following statement is a typical employer response to participating in an ExecuTrek visit, "I experienced first hand the type of training Reserve members receive. I also saw the type of leadership training that is given. This leadership training is directly usable for civilian employers."

4.28 ExecuTrek visit sites must be carefully selected to maximize the benefits. Site selection must be driven by people in the field, the Provincial Councils and Liaison Officers, and not by NDHQ. Unit consultation is also required.

Visits to locales that employ no reservists are of questionable value and as a general rule, the same employer should not be invited to repeat ExecuTreks. In developing guest lists, it may be necessary to set a minimum employee threshold

"In many cases, the CFLC does not take full advantage of the power of ExecuTreks."

Comd LFCA, November 2001

for companies since smaller ones find it very difficult to give employees time off, despite their best intentions. In the light of resource pressures, attention may have to be given to larger national employers, large national unions and Federal and Provincial governments in their role as employers at the expense of the smaller ones. The CFLC must continually revisit the list of targeted employers to ensure that the right audience is being invited.

4.29 The ExecuTrek program is the most effective of the CFLC sponsored programs, however, it is also one of the most expensive. Last year, the cost of the 21 ExecuTrek visits was \$177,817. This year 25 visits are planned at a projected cost of \$216,185. Using this two-year period as a benchmark, the average cost of an ExecuTrek is almost \$8,600 although the cost for any one ExecuTrek can vary significantly. Care must be taken to ensure that allocated funds are expended prudently in a fashion that maximizes return on investment. Increased pressures are exerted upon the budget due to increasing costs of airfare and charter flights. Once formed, Militia sub-units commence operational deployments to Bosnia, there will be pressure to conduct ExecuTrek visits overseas. This will be a very costly venture.

4.30 The ExecuTrek Program is well run, well attended and one of the most effective CFLC programs in that there is demonstrably a good return on investment. It has high visibility and as a spin-off, provides excellent public relations for the Reserve Force and the Canadian Forces in general. ExecuTrek visits are an important aspect of the employer support program and should figure prominently when allocating resources. Consideration could be given to judiciously expanding the ExecuTrek program to give greater benefit from this highly effective program.

4.31 Complementing the ExecuTrek program is the unit visit, directed at local middle managers and supervisors of unit members. Unit visits are run by individual units with assistance from the Council. In FY 2000/01 a total of 48 unit events were conducted across Canada at a cost of \$36,836; 497 attendees signed 126 statements of support and 109 indicated they would grant time-off to their employees for reserve-related activities. Overall, greater advantage could be taken of the visit program. Unfortunately, many Reserve units find it difficult to assign personnel and resources to organize and conduct an event that competes with a wide range of other priority tasks.

4.32 Fifty-eight per cent of Commanding Officers who responded to the assessment survey believed that the ExecuTrek was the more effective program of the two, however, since 42 per cent favour the unit visit, care must be taken to strike a proper balance between the two. A properly run unit visit can contribute to the effectiveness of the employer support program at the unit and local community level. This is especially important given that 30 per cent of Commanding Officers indicated that the impact of CFLC programs at the local level is low. This finding is consistent with the 1996 CRS evaluation. Viewed from different perspectives, this could mean that CFLC efforts are not reaching all units, or that these units are dealing with employer support issues at the local level and have not needed CFLC support. To contribute to the effectiveness of the employer support program, CFLC staff, especially Provincial Liaison Officers, should ensure that Commanding Officer input to CFLC programs is sought.

4.33 The Business Executives Military Experience Program (BEME) is designed to allow employers to fill reservist's roles in a field environment over a weekend by being integrated into the Reserve Unit. Unfortunately, since its inception, only three such events have been conducted. Over the past three years, no BEME events have been conducted due to a lack of funding. These events are expensive to run, require extensive co-ordination with units and considerable effort from unit staffs. The BEME program has not contributed in any meaningful way to the achievement of CFLC objectives and is allocated a low priority. Given that similar benefits are achieved through other programs, serious consideration should be given to terminating this program.

4.34 Outreach Program. The Outreach program combines direct mailings to a variety of civilian organizations with speeches, presentations, media opportunities and displays. The major focus of this effort is to inform organizations of the values, skills and contributions reservists can make as civilian employees. This is an effective program with a great deal of potential; however, to a certain degree the effectiveness depends upon the interest and receptivity of non-DND organizations. These are outside the control of the CFLC. Examples of some organizations that have been targeted by the CFLC this year are:

- Operation Max Blue - Canadian Association of Police Chiefs. This led to statements of support from all police organizations in British Columbia
- Operation Erudition - Royal Military College alumni
- Human Resource Professionals, both members and associations

4.35 This year, the Outreach program has been allocated \$69,000. This is an effective program delivering a good return for investment. In light of the recommendation that an effective and sustained communications plan be developed and implemented, Outreach expenditures should be accorded high priority for resource allocation for the FY 2002/03. The program would be severely challenged to accomplish this with only \$69,000. In subsequent years, once this strategy has been developed and promulgated, the resource allocation could return to normal historical levels in the \$69,000 range.

4.36 Conclusion. The assessment has concluded that the objective to raise employers' awareness, interest, knowledge and appreciation of the Reserve Force is being accomplished although more can be done.

Objective. *To seek commitments from employers and educational institutions to enhance the availability of reservists for training and operations, without penalty.* This very critical objective is addressed through all of the employer support programs.

4.37 D Res data indicates that as of 4 May 2001, 3,098 CF personnel were deployed on a total of 18 operations. 263 Reserve personnel (8 per cent of total) were deployed on seven of these operations in the Middle East, Africa and Bosnia. 235 reservists were deployed to Bosnia alone. The priority clients of employer support programs tend to be reservists who wish to deploy. While CFLC support to operations must be accorded a high priority, it must also be noted that 263 reservists are a small percentage of the overall Reserve Force strength.

"Reservists will not be made available for either training or deployment on operations without effective liaison with civilian employers. I unequivocally support CFLC as the ideal agency to provide that liaison..."

Comd LFCA, January 2001

The CFLC must be sensitive to ensure that sufficient effort is also directed to reservists who require assistance in getting time-off from work or from school to undertake reserve training or career courses. As the Militia deploys formed companies and Civil Military Co-operation (CIMIC) Detachments to Bosnia, the requirement for the leadership cadre to undertake additional training becomes more urgent, taking on operational overtones. Commanding Officers who responded to the assessment survey felt the priority of effort of CFLC program activity should be directed as follows:

- support to operations - 3 per cent
- support to training - 22 per cent
- both are equally important - 75 per cent

4.38 One issue that appears to be inhibiting a more successful employer support program is the absence of a reserve employer database. Such a database is essential to allow the CFLC to track the civilian occupations of reservists within each unit to permit targeting of specific employers. Communications could then be refined to send certain messages to those that employ reservists and different ones to those who don't. Such a database would permit Provincial Chairs to contact directly senior management in these companies/businesses. Past attempts to survey reservists about their civilian occupations have not generated the expected results. Some reservists opined in focus groups that they are afraid to identify their civilian place of employment. Accordingly, building a database would need to consider issues of confidentiality and protection of information. It could be argued that the development of this database more rightly is the responsibility of Director Reserves, however, Provincial Liaison Officers could more quickly obtain this information, aided by short term Class A support.

4.39 While the CFLC has demonstrated some success in the delivery of employer support initiatives, follow-up is not structured or long term. With over 6,000 employers on file, much time and effort is spent diverting resources from other issues. Nevertheless, it would be very beneficial to have a process in place to ensure that an employer's initial good will and intentions are followed-up. It is likely that some companies in the database no longer exist or have had supportive managers move on, leaving an employer support policy without teeth. This follow-up

could be delegated to Provincial Councils. The degree of effort expended on this could range from a complete verification on an annual basis to a certain percentage annually. This supports the recommendation for follow-up to be found at paragraph 3.15.

4.40 The CFLC statistical database, the Employer Information System or EIS, demonstrates impressive growth since the 1996 CRS evaluation. This is from two perspectives:

- a. there is more employer participation since 1996; and
- b. the data base is more complete than it was.

Table 2 - Record of Employer Support

DETAIL	1996	2001
Number of Supportive Employers on File	807	3,446
Employers granting two week military leave	800	3,111 35 per cent grant pay top up, 57 per cent give up to 12 months operational leave (with job protection), 76 per cent grant additional time off
Military Leave Policies on File	104	855

4.41 Conclusion. The assessment has determined that the objective to seek commitments from employers and educational institutions to enhance the availability of reservists for training and operations without penalty has been successfully achieved. It is interesting to note the results of one question in a Financial Post/Chamber of Commerce/CIBC Poll reported in the National Post of 29 October 2001. "About 3,400 employers have decided to give employees who belong to the Reserve two weeks off for military training, sometimes with pay and sometimes without. Should Canadian business as a whole make this kind of commitment to Canada's security preparedness? " Sixty-nine per cent of respondents replied that it was either extremely or very essential.

"Furthermore, business people are especially keen on a strengthening of the Canadian military Reserve, as evidenced by a strong majority support for Canadian business to make it a lot easier for employees to take time off from work (with or without pay) in order to train with the Reserves."

National Post Poll, October 2001

Objective. To inform reservists about the value of employer support and provide them with methods of achieving it. This objective is addressed through the Reserve Unit Support Program (RUSP), Mediation Program and through regular interaction between CFLC representatives and unit members.

4.42 RUSP material is promulgated in CD format and copies sent to each Reserve Unit. Ninety per cent of Commanding Officers who responded to the assessment survey indicated that the unit had a copy and 71 per cent of them had used it in the past 12 months. Research indicates

that the RUSP manual is very effective, generating positive results. Unfortunately, not all reservists are aware of the program. The readership of the RUSP manual could potentially be increased by placing it on the CFLC website and heightening people's awareness that is there and what is its purpose.

4.43 The allocation for RUSP this year is \$52,000. Unit visits are covered under RUSP. All persons consulted in the conduct of this assessment unanimously agreed that the program is effective, is well used and delivers a good return on investment. As such it should be protected. The assessment team supports priority being given to the continued resourcing of this program. Maintaining the RUSP currency and accessibility by individual reservists will help to sustain its high value to users.

4.44 A major element in the successful achievement of this objective depends upon the initiative and visibility of individual Provincial Liaison Officers and the UESR. The Provincial Liaison Officer is the field representative of the CFLC. The effectiveness of the Provincial Liaison Officer in positively influencing the employer support program would be enhanced if regular site visits were made at least once per year. The UESR should provide regular briefings on the employer support program to unit members and be available to provide support to individual reservists as required.

4.45 The assessment has shown that some Provincial Liaison Officers do not visit units as frequently as desired. Twenty-three per cent of Commanding Officers who responded to the assessment survey indicated they had never had a visit. These statistics confirm information received during focus groups. In some cases, this is due to Liaison Officers being over-committed. Increasing the numbers of Provincial Liaison Officers would be helpful. In other instances, Liaison Officers are not of the impression that their presence is particularly appreciated by the unit. These situations would be addressed more effectively by the respective Environmental chains of command.

4.46 Seventy-seven per cent of Reserve units surveyed have appointed UESRs. In some instances, representatives have not been appointed since these units experience no employer support problems. The assessment also noted that the UESR position is a secondary duty, competing with other administrative secondary duties. Almost 50 per cent of Commanding Officers rated the importance of the UESR position in relation to other secondary duties as low. Forty-seven per cent of reservists interviewed indicated that they were not aware of the CFLC and its programs, and 67 per cent did not know the name of their UESR.

4.47 The assessment has shown that the CFLC understands the value of UESRs and has implemented an aggressive program to ensure UESRs are appointed and trained at least every two years. Given the very mobile nature of reservists, both within the unit and otherwise, it is suggested that training must take place at least once a year to cater for the needs of those UESRs appointed since the last training session. It is encouraging that CFLC data indicates that there is an unprecedented level of interest in UESR training. The payment by the CFLC of Class A pay and travel expenses for this training would be well received in units where budgets are tight.

4.48 Conclusion. Overall, the objective to inform reservists about the value of employer support and provide them with methods of achieving this is being accomplished, although there is room for improvement. To some degree, the successful implementation of this objective is outside the span of control of the CFLC and rests within individual units. In response to the review survey, one Provincial Liaison Officer suggested that it may be beneficial if all tasking messages were to include automatically a short paragraph underlining the value of employer support and that a program does exist to help facilitate the process.

Objective. *To assist in the prevention and resolution of conflicts that are the result of an employee being a reservist.* This objective is addressed through the Mediation Program.

4.49 The Mediation Program allows Provincial Councils or Provincial Liaison Officers to intercede with employers on behalf of reservists where problems exist. Sixty-three instances where the Mediation program has been used have been documented over the past five years. In the majority of cases, the conflict arises because of a lack of communications between the reservist and the employer. According to one Liaison Officer, "Reservists do not give the employer enough notice." That said, there are documented cases where the problem was employer resistance.

"All cases were resolved thanks to the excellent mediation program. The effectiveness of this program is a superb tool to incite the employer to settle conflicts to everyone's satisfaction."

*Provincial Liaison Officer,
June 2001*

4.50 Many reservists interviewed were not aware of the Mediation Program and opined that it would have been useful to either themselves or fellow members. Some reservists do not want the CFLC or the unit chain of command to get involved, fearing job loss or recrimination. While information gathered at interviews and other anecdotes indicated that the Mediation program was having a positive impact, statistical data were not available to validate this finding.

4.51 This is one area where meaningful data would be useful. It should be noted that many problems seem to be resolved at the unit level (frequently using CFLC material) and thus do not require CFLC formal intervention.

4.52 While there is no official allocation of funds directed to this program, the actual cost is buried in the salaries and travel expenditures of the Executive Director and Provincial Liaison Officers. The Mediation Program is an effective program that should remain intact.

4.53 Conclusion. The assessment has concluded that the objective to assist in the prevention and resolution of conflicts that are the result of an employee being a reservist is being accomplished.

Objective. *To sensitize other members of the Canadian Forces and DND about the value of the Reserve Force and the nature of employer support for the Reserves.* This is partially accomplished through the Outreach Program.

4.54 The Executive Director and other members of the CFLC take every opportunity to speak before groups of Regular Force and DND employees. In this regard the Council is proactive, however, more of these internal PR activities could be accomplished. Unfortunately the CFLC cannot impose itself on members of the CF/DND and must be continually aware of opportunities to spread the word. There is a perception within the CFLC, supported by assessment research, that many members of the Regular Forces are ill informed of the CFLC and their programs.

"Senior leadership is not familiar with the CFLC and employer support program and what it can do for them."

Comd LFCA, November 2001

4.55 Conclusion. The assessment has concluded that the objective to sensitize other members of the Canadian Forces and DND to the value of the Reserve Force and the nature of employer support for the Reserves is being accomplished to a certain degree, however, more needs to be done. The recommendation at paragraph 4.13 to develop and implement a communication strategy will greatly assist in the further achievement of this objective.

Objective. *To recognize and acknowledge the contribution and support of employers.*
This objective is addressed through the Awards Program.

4.56 The review team observed indications that the CFLC has implemented a successful employer Awards Program. The program ranges from the provision of letters of appreciation to Provincial and National awards. Nominations for employer awards come from individual reservists and the presentation ceremony is held every two years in Ottawa. On 2 June 2001, the Deputy Prime Minister of Canada presented ten Provincial Awards as well as National Awards for the Most Supportive Employer in Canada, Support in an Emergency and Support to Operation Abacus. The visibility of this program continues to grow as 78 employers were nominated for the 1999 ceremony and 130 were nominated for the 2001 ceremony.

"We also recognize the demand this has put on employers, who make a sacrifice every time one of their employees takes leave for reserve duty."

Gen R.R. Henault, August 2001

4.57 The narrative of the special award for Support in an Emergency presented to Dalhousie University on 2 June 2001 helps to demonstrate the success and visibility of the Awards Program and highlights the value and reach of the employer support program:

The Dalhousie University Undergraduate Medical Education Program... provided above and beyond the call of duty employer support during Operation Persistence, the Canadian Forces response to the 1998 Swiss Air disaster. In the aftermath of the crash, a CF member, then a fourth year medical student at Dalhousie, was called to duty... The member designed and set up the emergency morgue for Op Persistence and remained part of the continuing operation for eight weeks...the university granted the member a two month leave of absence and allowed the time he spent as a pathologist on the military operation to count toward his medical degree.

4.58 During the course of interviews with individual reservists it was clear that many of them were not aware of the Awards Program and thus had not nominated deserving employers. In one case, a reservist worked for a blacksmith and was the only employee. Regardless, the reservist was given several weeks off one summer to participate in leadership training. The reservist opined that had he known, he would have nominated his employer for an award. In another instance an employer allowed an employee to deploy overseas and protected his job and seniority. The reservist was not aware of the Awards Program and the employer did not even receive a letter of appreciation. When the reservist subsequently asked for time off to attend leadership training, it was denied, as the employer did not think his previous support had been properly appreciated.

4.59 During the FY 2001/02 \$105,820 was allocated to the Awards Program. This program demonstrates in a public and very visible fashion that the support of employers is important and is recognized. Evidence from several sources indicates the importance of preserving this program.

4.60 Conclusion. The assessment has concluded that the objective to recognize and acknowledge the contribution and support of employers is being accomplished to some extent although efforts are required to create a greater awareness of the Awards Program with reservists and employers.

Objective. *To encourage and facilitate the employment of reservists by civilian employers who are supportive of the Reserve.* This objective is addressed through the Reserve Employment Assistance Program (REAP).

4.61 Most employer support programs seek to advise employers of the skill sets acquired by reservists and how these skills may be applied to civilian employment. A key objective of the REAP is to advertise employment opportunities to reservists and facilitate making contact with employers.

"We recruited...from the Reserves ...in Quebec. The Reservists did excellent work...I thank you again for the excellent work of the CFLC."

This program has been effective in that employment opportunities are advertised via the CFLC website and messages sent to units. The program has grown from a total of 31 jobs advertised in 1995/96 to 364 in 2000/01. An indication of the success of this program can be seen in the quote from a company that hired reservists in April 2001. Listed below are several examples of job opportunities advertised via REAP as well as a table indicating program growth:

- *Company One* - Were seeking four production supervisors. The ad indicated they would give preference to combat arms Senior NCOs
- *Company Two* - Sought to fill three positions as shinglers and flat roofers
- *Company Three* - Sought to fill several positions for part-time and full-time shippers/receivers and one foreman
- *Company Four* - Were in search of a branch manager and counsellor
- *Company Five* - Were trying to recruit to fill several customer service positions

"To be frank, I had not given much thought to whether I would hire a reservist for our organization. Now I would probably give more points in the interview process based on the skill set I now know they possess."

ExecuTrek Guest, June 2001

Table 3 - Reserve Employment Assistance Program Job Opportunities

Year	Number of Messages Sent Out	Number of Job Opportunities
1995/96	9	31
1996/97	10	22
1997/98	22	25
1998/99	23	66
1999/00	16	67
2000/01	27	364 <i>(Several messages contained multiple positions)</i>

4.62 Responsibility for the success of this program rests jointly with the CFLC, employers and Reserve Units. Employers should make job opportunities known and units must post the opportunities. This assessment found that the program is not well known amongst reservists. Care must be taken that the REAP does not lead to the CFLC evolving into an employment agency.

"An encouraging development though, is growing support from Canadian businesses for employees who join the reserves."

Neville Nankivell, National Post, 11 October 2001

4.63 At a current cost of \$1,000, this program delivers good value. This level of funding is to increase to \$2,400 annually and this is considered to be appropriate by the review team.

4.64 Conclusion. The assessment has concluded that the objective to encourage and facilitate the employment of reservists by civilian employers who are supportive of the Reserves is being accomplished to some extent but the impact could be increased if the program were better known amongst reservists.

Conclusion Related to CFLC Program Effectiveness

4.65 The assessment has determined that *the spectrum of CFLC programs that comprise the employer support program is an effective response to client needs and overall, generally achieves the stated mandate and objectives of the CFLC.* Specific adjustments as noted in the discussion can be made to individual program initiatives to improve their overall effectiveness.

Recommendations Related to Program Effectiveness

4.66 *It is recommended that a Reserve Unit employer database be developed and maintained.* This database is essential to allow the CFLC to track the civilian occupations of reservists within each unit to permit targeting of specific employers.

4.67 *It is recommended that Provincial Liaison Officers visit each unit within their area of responsibility at least once a year and more frequently as appropriate.* The Provincial Liaison Officer is the key to a successful employer support program, linking clients and service providers.

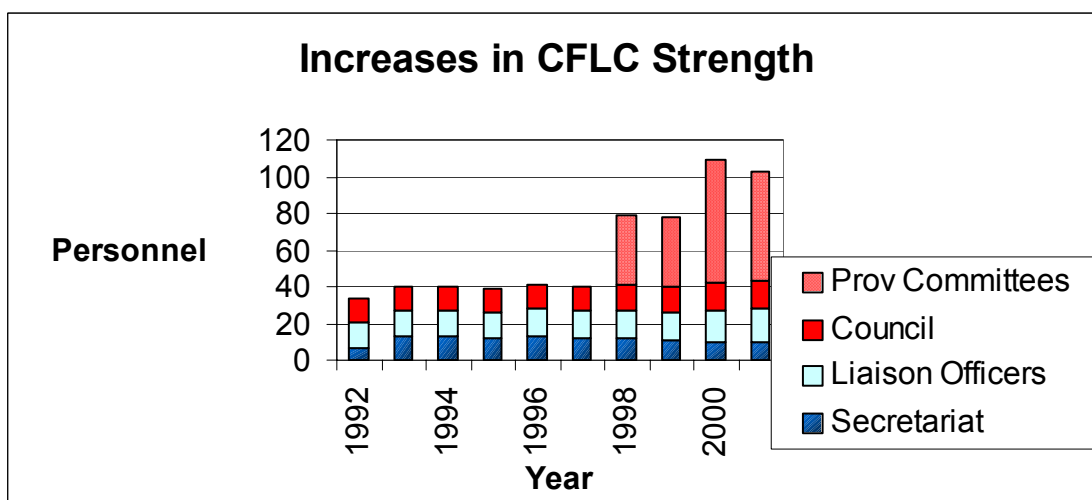
4.68 *It is recommended that Unit Employer Support Representative Training be conducted annually where the requirement exists.* The UESR is a key member of the employer support team, interfaces directly with the client and hence requires this training in order to fulfil the requirements of the program criteria.

PROGRAM EFFICIENCY

Organizational Structure

4.69 The CFLC and employer support programs are delivered by a small core of volunteer business executives, military officers performing the function of Provincial Liaison Officer and by a mixed military/civilian staff in the Secretariat at NDHQ. While the personnel strength of most elements of the CFLC organization has remained relatively constant, as shown in Table 4, the number of business executives involved in the Provincial Committees has grown dramatically over the past four years. It should also be noted that over the years, there has been a reduction in the number of paid Class A days.

Table 4 - Increases in CFLC Strength



4.70 The civilian business executives who serve as National and Provincial Chairpersons and as members of Provincial Councils provide an excellent service to the employer support program at a very minimal cost. They are volunteers who give freely of their own time and that of their personal staffs, as well as personally covering certain out of pocket costs. The practice of having successful, high profile business executives making approaches to other employers on behalf of the employer support program is a sound one. Business executives at the senior management level know each other and can relate well. An overture from such a person is more effective than one from a senior military officer or a consultant. The dedication and efforts of these executives is a key factor in the successful implementation of the employer support program. The benefits and productivity of engaging business executives as council members cannot be bought.

4.71 Provincial Liaison Officers are key to the success of the employer support program. They are closer to the client than anyone else in the CFLC. Ideas for improving processes and services to the employer support customer must start with them. By virtue of their rank, Provincial Liaison Officers are senior reservists with considerable experience in the Reserve environment. As such, they are very likely to relate to serving reservists and to understand employer support issues. Liaison Officers are also likely to be successful business people in their own right, providing valuable insight into the needs and limitations of targeted employers. This lends credibility when approaching employers, many of whom are their peers. One hundred per cent of the Liaison Officers surveyed indicated that they work in excess of the number of approved paid days (five per month), at their own expense. The Liaison Officer interface between units, employers and the CFLC provides tangible benefits that could not be contracted or hired easily.

4.72 While the number of Provincial Liaison Officers has been increased from 14 in 1992 to 18, this number is insufficient to maintain a vigorous and effective employer support program in all units. This becomes increasingly important as the demand for employer support programs continues to grow. Liaison Officers are responsible for three to 22 units, frequently spread over a large geographic area. Their Provincial Liaison Officer responsibilities often must

"Who better to explain why it is good business to hire & support reservists than business people who are reservists? Seeing a successful business person as an LO who has combined a civilian career and a military one is the best marketing tool you can get."

Provincial Liaison Officer, June 2001

compete with demanding civilian jobs and family pressures. Addressing the competing demands of Reserve service, civilian career and family can be a significant problem. A rationalization of the number of units assigned to Liaison Officers will result in a more manageable workload with increased service to each unit.

4.73 Secretariat staff at NDHQ are Reserve Class B officers and NCMs, except for the Executive Director who is a senior civilian member of the Federal Public Service. The quality and dedication of these individuals is evident and they are key members of the employer support team. At 85 per cent of a Regular Force pay rate for equivalent ranks, the Class B members of the CFLC provide a cost-effective source of manpower. Having said this, the CFLC must participate in a very competitive market in the National Capital Region and it is sometimes difficult to attract and hire the right people in a timely fashion. As a result, positions can remain vacant for a considerable period of time. The CFLC annex to the 1999/00-2003/04 C Res & Cdts Business Plan highlights the fact that there has been difficulty in filling the Administrative Officer position. Additionally, retired Regular Force personnel in receipt of a pension cannot serve 12 consecutive months on Class B service if they wish to ensure uninterrupted receipt of a Canadian Forces pension. The following benefits could be obtained by the CFLC and the employer support program if selected Class B positions were converted to indeterminate civilian positions, commencing with the Administrative Officer:

- civilian rates of compensation are less than the equivalent military rate. For example, the salary for the Major/Lieutenant-Commander Administrative Officer is between \$64,005 and \$71,777 annually whereas an AS 06 would cost between \$61,792 and \$66,407 not considering current contract negotiations. These circumstances present the opportunity for minor savings to be obtained
- a well written civilian job description, competed as an open competition, would likely provide a well rounded, experienced individual
- in the case of the Administrative Officer, the civilian position could be renamed Deputy Director, providing a clear link in the chain of command, while at the same time performing the full range of duties now carried out by the incumbent. This would free the Executive Director from some of his less strategic tasks
- an indeterminate civilian would be more likely to stay in the job for a longer period of time than a Class B reservist. In-depth experience and corporate knowledge would accrue to the incumbent
- ex-Regular Force personnel in receipt of a CF pension would not have to take a break in service

Conclusions Related to Organizational Structure

4.74 The assessment concludes that the CFLC consists of a dedicated, hard working group of high-energy individuals who are providing an important service to the CF. Many members of the CFLC have a very heavy workload that needs to be addressed. Implementation of the recommended changes to the current organization will be of considerable assistance in addressing this workload.

Recommendations Related to Organizational Structure

4.75 *It is recommended that the number of Provincial Liaison Officers be progressively increased.* While it is not within the mandate of this review to recommend how many units should be assigned to each Provincial Liaison Officer, as a general rule it would be reasonable to expect a cap of 10-12. A review of the availability, workload and geographic distribution of the Provincial Liaison Officers is required. A gradual increase in numbers from the current 18 to at least 22 could be a reasonable approach. These additional four Liaison officers would be distributed as follows: Quebec-1, Ontario-2, and British Columbia-1. Any increase in the numbers of Liaison Officers should be accompanied by a corresponding increase in Class A pay and TD funds. Data provided by the CFLC Secretariat suggests that expenses for a Provincial Liaison Officer are about \$20,000 annually, with the purchase of a laptop being a one time, start up expense. An increase of four Liaison Officers would cost approximately \$80,000 annually with an additional \$24,000 one-time expense for computer equipment.

4.76 *It is recommended that the CFLC consider converting the Class B Administrative Officer position in the Secretariat to indeterminate civilian.* Consideration could be given to converting other positions on a case-by-case basis. However, it is important that the majority of the Secretariat staff be reservists who can relate to the issues of the Reserve Force.

PUBLIC RELATIONS

4.77 Through the Outreach Program and the Public Affairs Officer, the CFLC devotes a considerable amount of effort advertising the employer support message. In so doing, it engenders a great deal of support for the Reserves and the CF in general at nominal or minimal additional cost. While not easily quantified or measurable there is considerable value that accrues to the CF and DND in having civilian employers visit reservists in action. This provides employers with a positive image that may be considered to be free publicity for the Regular Force. The value is multiplied when you consider that these senior level civilian managers network with their peers and the message is passed on. In many communities, the only military presence is provided through the local Reserve Units that are important parts of the fabric of smaller communities. This provides additional opportunity to further enhance the value of the public relations activity of the CFLC.

4.78 The CFLC has been very successful in obtaining excellent press coverage. For example, on 18 July 2001, the Globe and Mail featured an employer support article titled "There's No Job Like it". The article focussed on reservist skills in the civilian workplace. On 2 February 2001, the Calgary Herald published an article entitled "The Day I Joined the Army," that favourably describes the positive experiences of an employer during an ExecuTrek visit to Wainwright.

Conclusions Regarding Public Relations

4.79 The CFLC and associated employer support programs provide excellent public relations coverage for the Reserve Force and for the CF and DND as a whole.

ACCOUNTABILITY

4.80 The CFLC reporting relationships are complex and must be managed with care. The CFLC, as an organization, reports and is accountable to the Minister of National Defence through the National Chair. This provides the Council with considerable independence that is very useful. The CFLC Secretariat is a Directorate within C Res & Cdts, reporting through DGRC. As such, DGRC has certain mandated responsibilities, the major one being accountability in accordance with the Financial Administration Act. As the senior full time member of C Res & Cdts, DGRC also has a vested interest in the policies and programs of the CFLC. It is noted that neither D Res & Cdts nor DGRC are members of the Council. Membership on the council would ensure that C Res & Cdts/DGRC concerns and issues are addressed at the highest levels in an expedient fashion. While it is recommended that either C Res & Cdts or DGRC become an ex-officio member, consideration should be given to the appointment of both.

4.81 The Executive Director of the Secretariat has a dual reporting relationship. On one hand, as a member of the CFLC National Council, the ED reports to and takes direction from the National Chair. On the other hand, as a Director within C Res & Cdts, the ED reports to and receives direction from C Res & Cdts through DGRC. This dual reporting relationship can place the Executive Director in a difficult position and care must be taken to ensure that both chains of command are kept informed and consulted as appropriate. In spite of the challenges posed by a dual reporting relationship, changing this would not provide tangible benefits and the status quo should be maintained.

4.82 The assessment briefly reviewed the issue of whether or not it would be appropriate for the CFLC Secretariat to leave the organizational umbrella of C Res & Cdts and report either directly to the Minister of National Defence through the National Chair, or to the Assistant Deputy Minister (Human Resources-Military) (ADM(HR-Mil)). It is felt that the current reporting relationship is supported from a program perspective. With a mandate to provide employer support to the Reserve Force, the day-to-day interaction with DGRC Directorates provides insight into the future direction and issues within the Reserve community. Leaving this community may lead to a reduced focus on pure Reserve- employer issues and is not recommended.

Conclusions Related to Accountability

4.83 The accountability matrix of the CFLC can be difficult to manage. The effectiveness of the matrix is largely dependent on the involved personalities working together. The National Chair, D Res & Cdts, DGRC and the Executive Director must be sensitive to this. Each group must strive to keep the other informed. Consultation is key. The assessment has concluded that there is sufficient oversight and accountability in the current reporting relationship.

Recommendations Related to Accountability

4.84 *It is recommended that the CFLC Secretariat remain within the Chief Reserves and Cadets organizational structure.* As a Directorate within DGRC, the Secretariat interacts daily with DGRC, D Res and D Cdts thereby keeping abreast of Reserve issues.

4.85 *It is recommended that the current dual reporting relationship of the Executive Director of the CFLC Secretariat be retained.* The status quo will work if both sides are committed. There is no compelling reason to alter this arrangement.

4.86 *It is recommended that either Chief Reserves & Cadets or Director General Reserves & Cadets be appointed as ex-officio members of the Council.* This would ensure that C Res & Cdts concerns and issues are addressed at the highest levels in an expedient fashion. Consideration could also be given to appointing both C Res & Cdts and DGRC to the Council.

RESOURCE MANAGEMENT

4.87 The funding level for the CFLC for FY 2001/02 is shown in the following table:

Table 5 - Detailed CFLC Budget Allocation FY 2001/02

Activity	Allocation	Remarks
Class B Pay-Secretariat	\$375,000	Secretariat Class B staff
Provincial Liaison Officers	\$297,345	Class A pay, TD, minor admin
ExecuTreks	\$216,185	25 planned trips
Personnel Management	\$127,650	Civilian volunteers, Secretariat-TD, training, Class A pay, administration
Awards Program	\$105,820	National and Provincial ceremonies
Civilian SWE	\$95,000	Executive Director
Outreach Program	\$69,000	
RUSP	\$52,000	Maintenance, training, unit visits
Public Affairs	\$40,000	
REAP	\$1,000	
BEME/Mediation	\$0	
Total	\$1,379,000	

4.88 During the FY 2000/01, in excess of \$26,000 was spent on TD for Secretariat participation in ExecuTrek events consisting of at least one Secretariat representative and one photographer. According to CFLC staff, Secretariat representation is required to:

- evaluate the planning, organization and utility of ExecuTrek events in meeting the CFLC mandate
- ensure that registration cards are signed by ExecuTrek participants and collected
- ensure that the group photograph is taken and the names of those photographed are listed allowing the Secretariat to follow up with the preparation and issuance of the photographs, letters and certificates of appreciation
- assist in the coordination and management of the event

4.89 There are occasions when Secretariat staff, especially the Executive Director, should attend selected ExecuTrek events but it is not cost-effective to have representation on all or most of them. Provincial Liaison Officers and Provincial Council members could take responsibility to ensure events are carried out properly. The rationale given for using photographers from Ottawa versus locally, is that this ensures a photographer will be present, and since they are from the Canadian Forces Joint Imagery Centre (formally the Canadian Forces Photographic Unit), there is some assurance that they will provide a professional, consistent and quality product. While this is true, many CF/DND bases may be able to provide this service at a lower overall cost to the CFLC. Since under the current arrangements the CFLC does not pay for equipment, film, processing, cataloguing or scanning, the CFLC should conduct a cost assessment to determine the most economical manner to meet this need. It is a constant challenge to continually prioritize tasks and programs to fall within allocated resources. The funds spent on TD for Ottawa-based personnel to attend ExecuTrek events could be better allocated to other programs or to increasing the number of ExecuTreks. Savings accrued could fund up to three additional ExecuTreks visits.

4.90 CFLC Business Plans have consistently highlighted a series of resource gaps that affect the ability of the CFLC to further progress the employer support program. Common themes have been:

- an inability to provide adequate support to the Council, Committees and Provincial Liaison Officers
- an inability to fund the BEME program
- Outreach is underfunded
- an Inreach (internal communications plan) program is underfunded
- an inability to expand the CFLC mandate to respond to needs of Reservists in educational institutions

4.91 During the course of this assessment it was observed that CFLC resources are managed centrally with no allocation to Provincial Councils. It is thus difficult for the Provincial Councils to undertake detailed planning and enter into commitments on their own. The CFLC Business Plan should consider allocating funds to Provincial Councils, while at the same time keeping a strategic reserve in the Executive Secretariat. This would permit the Councils to develop their own business plan with the knowledge of what resources they can expect to receive. A strategic

reserve would give the CFLC Secretariat some flexibility to cater for unforeseen tasks. The allocation of funds to Provincial Councils would have to be contingent upon a demonstrated ability to ensure accountability in accordance with the Financial Administration Act (FAA) and C Res & Cdts direction. In order to comply with the FAA, spending authority must remain with a member of the CF such as a Provincial Liaison Officer. While it is recognized that the devolution of funding to Provincial Councils may place additional demands upon the Secretariat staff, it is sound business practice to devolve spending authority to those who will be responsible for program delivery.

4.92 A further strain on allocated resources may be attributed to the success of the CFLC and its programs. As the employer support program becomes more widely known and as successes become evident, there has been and will likely continue to be, an increase in requested support. This increase in support is not restricted to DND and the CF. Allies are developing their own employer support programs and the CFLC enjoys an international reputation of excellence. Requests by Allied organizations to assist in their program development imposes additional administrative costs not currently included in the CFLC budget allocation.

Conclusions Related to Resource Management

4.93 The CFLC has experienced a modest increase in budget allocation (\$147,000) since FY 1994/95. This has not kept pace with the demand for employer support. As client demand and expectations continue to increase, so will the demand for resources. Additionally, it should be noted that three of the major recommendations of this assessment will require increased funding. Given the success of the employer support program, there is every indication that additional resources would be well used. Current resource allocations to the CFLC are inadequate to maintain the current levels of program delivery and to meet the increased demand for employer support. Failure to address funding shortfalls could lead to program reduction and reduced effectiveness at a time when employer support programs are providing tangible benefits for the Reserve Force and are becoming more in demand as a result of past successes. The risk of not increasing the resource allocation is that the CFLC will not be able to meet the demand or expectations for increased employer support programs and service delivery. Over the next five years the CFLC would become less effective and thus less relevant. Considering the importance of the employer support program in meeting CF goals and objectives, the potential return of providing an appropriate level of funding should not be underestimated. The CFLC competes for VCDS controlled resources with a wide range of other programs and organizations-many of which have a higher profile. However, the CFLC supports and provides tangible benefits to CF operations, aids recruiting and retention and enhances the CF's image in the community, all CF priorities. If additional resources were to be sought, the CFLC should use the departmental business planning process as the approval mechanism.

"Specifically there is an immediate need to enhance some programs that are proving to be effective-ExecuTreks being one such program."

VCDS Group Level I Business Plan 2001/02

4.94 While documenting the resource gaps and the impact of these gaps, the CFLC must be careful to demonstrate that it is making the best use of allocated resources. This requires that all significant expenditures be scrutinized to ensure there is value-added. An annual priority list could be developed and promulgated through the Business Plan. This priority list could annotate programs, tasks and administrative requirements as a means of strengthening the CFLC position for increased funding in order of importance and be fully funded. A line must be drawn when all resources are allocated. The CFLC should clearly state that tasks "below the line" will not be undertaken without increased resource allocation and highlight the potential consequences of not funding these initiatives.

Recommendations Related to Resource Management

4.95 *It is recommended that the CFLC revise the current practice of sending staff and photographers from Ottawa to attend the majority of ExecuTrek visits.*

Overall Conclusion Related to Program Efficiency

4.96 *The CFLC employer support program is operating in an efficient and cost-effective manner, however, without additional funding, programs may have to be curtailed.* Indicators of efficiency include CFLC strength that has increased from 40 in 1994 to 107 by year 2000 at a time when the budget increased by only 12 per cent. In 1995/96 nine messages were sent out offering 31 jobs. By 2000/01 three times the number of messages were being sent out offering 12 times as many jobs. Program enhancements such as building an employer database are activities intended to strengthen the efficiency, impact and reach of the CFLC program, which is operating in a very resource constrained environment. There is a danger, however, that failure to provide sufficient resources will reduce effectiveness at a time when employer support programs are providing tangible benefits for the Reserve Force and are becoming more in demand as a result of past successes.

PROGRAM ALTERNATIVES

4.97 The assessment briefly considered whether there were program alternatives available that would deliver an improved or more cost-effective and efficient program. One alternative that was considered was an Alternate Service Delivery (ASD) option. Current programs are delivered through a series of partnerships between the Secretariat, Council members, Provincial Liaison Officers, reservists, Reserve Units and civilian employers. Each of these partners brings strengths to the table that would be difficult to replicate by contracted delivery. It is unlikely that senior executives in the business world would volunteer their time and efforts in support of a ASD firm, nor would senior reservists such as those who volunteer to be Liaison Officers. Senior level employers would be less inclined to listen to a message delivered by contracted civilians with limited or no Reserve Force experience. A second alternative recommended by several Commanding Officers was to allocate CFLC funds to units allowing them to conduct their own employer support program and thus do away with the CFLC. This alternative has several drawbacks:

- units lack the manpower and time for all currently assigned tasks. Adding another task would not be welcomed across the board
- units lack the expertise and contacts provided by the CFLC
- employer support programs would become local rather than national or regional. This piecemeal approach would be uncoordinated and result in nationally inconsistent programs that would be less effective than the current approach
- this approach is less likely to attract the type of well-connected senior business executives who now support the employer support program
- there would be less assurance that allocated funds would be spent on employer support activities
- despite the best of intentions, support to the employer support program would likely atrophy as higher priority issues diverted attention from these important programs

Conclusions Regarding Program Alternatives

4.98 Seventy-eight per cent of Commanding Officers and 100 per cent of Provincial Liaison Officers who responded to the assessment surveys indicated that they did not believe there was a better way to deliver the employer support programs. The assessment team concurs and finds that *the CFLC as an organizational entity is the most appropriate means to meet the employer support program's stated mandate and objectives.*

EVALUATION CONCLUSION

4.99 The assessment has concluded that the CFLC and the employer support program:

- *remains a valid use of DND/CF resources*
- *is meeting its stated objectives*
- *is operating satisfactorily within current resource constraints*
- *the most appropriate means to meet the employer support program's stated mandate and objectives*

PART V – MANDATE EXPANSION

INTRODUCTION

5.1 As Reserve and Regular Force members become more knowledgeable about employer support programs and their successes, there is an ever increasing demand for CFLC support. In many instances, this increased demand seeks employer support services that are not covered under the mandate currently accepted by the Executive Secretariat of the CFLC. This portion of the assessment report addresses suggested areas of mandate expansion.

EDUCATIONAL INSTITUTIONS

5.2 While there are no definitive statistics available indicating what percentage of reservists are students, information provided by Commanding Officers responding to the assessment survey suggests the overall percentage is approximately 26 per cent. This is supported by information obtained during Reserve focus groups. Given the recent promulgation of the policy on reimbursement of education expenses, this percentage may increase. Eighty-three of Commanding Officers and all Reserve focus groups supported expansion of the CFLC mandate to include educational institutions.

"Attrition in the Reserve Force has continued to occur at a much higher rate, which reflects the dependence of the Reserves upon students, whose participation tends to coincide with the duration of their studies."

Gen J.M. Baril

5.3 In their response to the assessment survey, Commanding Officers have indicated that approximately 26 per cent of their members are students. This statistic represents a large number of reservists who are not offered CFLC programs. Accordingly, where the need is justified, the existence of these circumstances offers a significant opportunity for CFLC program enhancement. This support could address educational issues such as time off to attend Reserve training, flexibility with enrolment and registration timings and scheduling of exams and assignments. It should be noted, that while this support is not addressed in the CFLC mandate statement, many units and Provincial Councils are addressing the issue at the local level with some success. On 2 May 2001 The Rocky Mountain Rangers hosted 25 members of a local School District and the Ontario Provincial Council hosted an ExecuTrek visit to CFB Borden that specifically targeted educational institutions.

5.4 The number of educational institutions across Canada is a complicating factor in the development of program support. As such, it is not envisioned that the CFLC would develop a program that requires staff to actively engage all educational institutions in a national roll out. An alternate approach could be the development of a program that could be rolled out gradually. In developing this program, the CFLC would need to clearly indicate if there is an associated increased cost and insert the program within existing CFLC priorities and the Business Plan.

"Many of us are already treating educational institutes as employers because of the high concentration of students still in school."

*Provincial Liaison Officer,
June 2001*

CADET INSTRUCTORS CADRE (CIC)

5.5 CIC officers are commissioned officers in the Reserve Force. With a strength of more than 4,500, officers work in National Defence Headquarters, six Regional Headquarters, 28 Summer Training Centres and in 1,132 Cadet Corps across the country. While CIC officers bring different skill sets to the table, centred mainly on the delivery of programs for youth, they do have a great deal in common with their Primary Reserve counterparts. Except for those officers working full time in a CIC environment, similar to Class B and Class C Primary Reservists, CIC officers go to school, work in a civilian job either full-time or part-time, or are not in the workforce. Many CIC officers work in the same firms as their Primary Reserve counterparts and face the same employment, school or family related pressures as Primary Reservists. Broadening the reach of CFLC activities to include the CIC could serve to assist Primary Reservists by developing employer support programs in firms that employ both CIC officers and Primary Reservists. The result would be to leverage existing CFLC programs through some enhancements, so that both groups pursuing some common objectives could derive benefit.

"All my staff experience difficulty getting time off work."

Cadet CO, October 2001

5.6 Time-off for training is required for CIC officers during the normal training year, September to June, although this may be less of a problem than for Primary Reservists as CIC officers parade less frequently during this timeframe. Many CIC officers also require up to ten weeks availability to fill Summer Training Centre staff billets. Discussion with CIC officers, supplemented by survey returns, indicates that the summer period poses the greatest challenge to balancing their commitments between civilian employment and the Cadet movement. The 28 Summer Training Centres have a total of 1,883 CIC billets to be filled by officers in the rank of Second Lieutenant to Lieutenant Colonel. Many officers who wish to serve in these Training Centres are not available due to work commitments. Data collected during the course of this assessment indicates:

- 53 per cent of CIC officers are employed
- 26 per cent are students
- 23 per cent experience difficulty getting time off during the training year
- 38 per cent experience difficulty getting time off to fill staff billets at Summer Training Centres

5.7 As pointed out earlier in this report, the only military presence in many Canadian communities is that of the Primary Reserve. The same is also true for some CIC officers and Cadet Corps that serve in communities that have no other military presence. Evidence from interviews and focus groups indicates that CIC and Cadet activities create a positive public image for the CF. Broadening the reach of CFLC activities to include the CIC could serve to assist Primary Reservists by developing employer support programs in firms that employ both CIC officers and Primary Reservists.

5.8 The vast majority of CIC officers consulted during the course of this assessment wish to see the CIC included in the CFLC mandate to some degree, although they are not seeking to have the benefits of the complete employer support package. Given the needs of the CIC to gain recognition, this assessment has concluded that there are opportunities for the CFLC to provide program support to the CIC. With 1,132 Cadet Corps covering almost every region of the country it is not practical to expect the CFLC to deal with each and every one of them. As an alternative, the CFLC could deal with a designated staff officer in each of the six Region Headquarters and within Director Cadets at NDHQ. This would be a more manageable and accessible audience that would place minimum demands upon the Provincial Liaison Officers while providing benefits to a significant group in the Reserve Force.

5.9 The incremental cost for CFLC to provide program support to the CIC is estimated to be \$100,000 annually. This takes account of the initial hiring and recurring costs of one additional officer and provides some start-up funding. During this assessment, the former Director of Cadets (D Cdts) offered to assist with the funding required to include the CIC message in CFLC materials. The Executive Director of the CFLC could follow up with the current D Cdts, to determine if that level of interest still exists.

5.10 Employer support services should be provided to members of the CIC in a graduated, phased approach:

- a. Phase 1. The first priority would be to appoint a CIC Liaison Officer (LO) within the CFLC Secretariat at NDHQ. The hiring of an experienced CIC officer would ensure that a CIC-knowledgeable LO was assigned the function and would ensure that the effect on the workload of other Secretariat staff would be minimal. It is the opinion of this assessment that the CIC LO need not necessarily be resident in Ottawa and could commute as required. This appointment could be made as soon as practicable;
- b. Phase 2. The CIC LO develops the Terms of Reference, the support plan and implementation strategy for a one or two year trial period. A recommendation on the length of the trial period could be made by the CIC LO early in the planning stage. Priority could be given to some quick hits such as including the CIC in CFLC marketing materials and the CFLC Awards Program;
- c. Phase 3. CFLC could, in consultation with the CIC, develop an ExecuTrek program for selected summer camp(s) as a part of this trial; and
- d. Phase 4. The activities described in Phases 1 through 3 could be evaluated on a trial basis. At the end of the trial an assessment should be done to validate the appropriateness of continued support to the CIC.

THE CANADIAN RANGERS

5.11 The Canadian Rangers consist of 143 patrols with a current strength of 3,630. Rangers are spread across Canada, mainly in isolated areas. The assessment has shown that while the Canadian Rangers are part of the Reserve Force, there are few similarities with either the Primary Reserve or the CIC. Those Rangers who are employed do so to a large degree in the hunting and fishing environment although there are members who work in mines, for Territorial Governments and in a more traditional work environment. There are virtually no students in the Ranger program (exclusive of the Junior Rangers). Consultation with the Commanding Officers of Ranger Patrol Groups indicates that there is no compelling need to include the Canadian Rangers in the CFLC mandate at this time.

5.12 The assessment concludes that there is no requirement to provide program support to the Canadian Rangers at this time. The CFLC should, however, maintain liaison with the Canadian Ranger program through D Res and keep abreast of changing circumstances so that this may be revisited if and when appropriate.

RECRUITMENT AND RETENTION OF RESERVES

5.13 Recruitment and retention are not specifically covered by the CFLC mandate, however, employer support programs do make a contribution in both areas. Knowledge that these support programs exist will likely influence some potential recruits. The CFLC also contributes to retention by mediating employment and training conflicts and providing job opportunities.

5.14 While the assessment team does not advocate that the CFLC become a recruiting agency, there are benefits to be gained by working more closely with Recruiting Officers. This does not require that the CFLC mandate be formally expanded. CFLC staff should be sensitive to the contribution that can be made and seek to enhance working relationships with reserve recruiters and recruiting centres. Discussions with the Canadian Forces Recruiting Group have indicated a willingness to display CFLC promotional material in Canadian Forces Recruiting Centres and to link their website to that of the CFLC. This is an area that should be followed up by the CFLC Secretariat. The CFLC may also wish to consider training Reserve Unit Recruiting Officers as Unit Employer Support Representatives. This could be an important tool in the unit recruiting process and it would provide a back up to the UESR.

"It can be as simple as having appropriate brochures available for potential recruits so they can see there is an organization that can help"

*Provincial Liaison Officer,
June 2001*

PUBLIC SUPPORT FOR THE RESERVES

5.15 This assessment has determined through the evidence gathered and analysis that the employer support program contributes to providing favourable media coverage for the Reserves and indeed, to the CF/DND as a whole. Favourable publicity often follows a successful ExecuTrek or unit visit and is generated by other activities such as Reserve Force Days and the Awards Program. An additional benefit to publicity generated in this fashion is that it is not the result of a structured news event by public relations experts but rather is by business executives and reservists from cities and towns across Canada, the people next door.

5.16 In our opinion, these residual benefits are a by-product of a successful employer support program. While it is not considered necessary to formally expand the CFLC mandate to include soliciting public support for the Reserves there is an opportunity for D Res and DGPA to provide valuable assistance in facilitating the employer support program. However, interviews with DGPA staff indicate that the CFLC and the employer support program can, at best, expect only minimal support. While there are few references to the Reserves in the departmental/CF Strategic Communications Plan 2001-2002, the role and activity of the Reserve Force does fall within many of the objectives and themes of this plan. A closer working relationship and increased support from DGPA would be beneficial to both parties. There would be value for the CFLC to continue efforts to cultivate a closer working relationship with DGPA. In this regard, there is an opportunity for the offices of C Res & Cdts and DGRC to provide their support.

Conclusions Related to Mandate Expansion

5.17 The assessment has concluded that *there is an opportunity for the CFLC to provide educational institution and Cadet Instructor Cadre support programs.*

Recommendations Related to Mandate Expansion

5.18 *It is recommended that the mandate of the CFLC be expanded to include support to reservists attending, or employed in, educational institutions.* Program support to student members of the Reserves should be implemented on a gradual basis where a specific need has been identified.

5.19 *It is recommended that the CFLC expand its mandate to provide program support to the Cadet Instructors Cadre.* The provision of this support would be contingent upon adequate additional financing and must not impinge upon existing support to the Primary Reserve.

PART VI – SUMMARY OF RECOMMENDATIONS AND MANAGEMENT ACTION PLAN

6.1 The objective of the 18 recommendations contained within this report is to assist the CFLC to enhance its influence and effectiveness, and in so doing, provide a stronger and more relevant employer support program.

6.2 In response to the recommendations of this assessment, a management action plan has been prepared. Fifteen of the 18 recommendations have been accepted, one recommendation has been deferred and two have not been accepted. The CFLC has promulgated a Strategic Plan that fully describes the implementation plan. It should be noted that full implementation of the management action plan is contingent upon increased funding that will be requested through the departmental business planning process. A summary of management's response follows each recommendation.

PROGRAM MANDATE

6.3 It is recommended that:

- a. the mandate of the CFLC be expanded to include support to reservists attending, or employed by, educational institutions. *Recommendation accepted.* The CFLC will initiate a special project in FY 2003/04 to target postsecondary educational institutions where reservists are employees or students. This three-year project will require additional funding. In the meantime the council will continue to assist individual reservist students as required and educational institutions will be encouraged to participate in CFLC programs; and
- b. the CFLC expand its mandate to provide program support to the Cadet Instructor Cadre (CIC). *Decision on hold* pending the outcome of a review of CIC command and control.

ACCOUNTABILITY

6.4 It is recommended that:

- a. the CFLC Secretariat remain within the Chief Reserves & Cadets (C Res & Cdts) organizational structure. *Recommendation accepted.* The CFLC Secretariat will remain within the C Res & Cdts organizational structure;
- b. the current dual reporting relationship of the Executive Director of the CFLC Secretariat be retained. *Recommendation accepted.* The dual reporting relationship of the Executive Director will be retained; and

- c. either C Res & Cdts or DGRC be appointed an ex-officio member of the Canadian Forces Liaison Council. *Recommendation accepted.* Both C Res & Cdts and DGRC are now ex-officio members of the Council.

STRATEGIC DIRECTION/PLANNING

6.5 It is recommended that:

- a. changes to the CFLC employer support program that may be construed as significant by either Council members or by the C Res & Cdts be approved in advance by both organizations. *Recommendation partially accepted.* Changes to the mandate will be developed jointly by the CFLC and the C Res & Cdts and submitted to the Minister. The management action plan does not address the need to staff all significant changes to the Council and C Res & Cdts; and
- b. an annual strategic plan be developed and promulgated effective FY 2002/03. *Recommendation accepted.* A strategic plan has been developed and promulgated.

PROGRAM EFFECTIVENESS

6.6 It is recommended that:

- a. a strategy be developed to achieve inroads toward active support from federal government departments and agencies as model employers of reservists. *Recommendation accepted.* A special initiative targeting the Federal Government as an employer has been developed, funded and is being implemented. Post FY 2002/03 Federal Government initiatives will be integrated into the CFLC's regular programming;
- b. measures be taken to ensure routine follow-up with employers, particularly those who may have directly participated in program-sponsored activities. *Recommendation accepted.* The CFLC will develop a new initiative in FY 2002/03 to communicate with all employers in the database at least once yearly. A more detailed program to communicate with employers on an on-going basis will be developed in FY 2003/04;
- c. the CFLC Secretariat develop a plan to provide administrative support to the Provincial Councils. *Recommendation accepted.* A plan to provide administrative support to Provincial Councils where the need has been identified will be developed in FY 2002/03. This will include the hiring of two Class A Captains a year commencing in FY 2003/04. This initiative will require increased funding;

- d. the CFLC develop and implement an effective and sustained communications strategy aimed at the individual reservist and members of the Regular Force. *Recommendation accepted.* The CFLC intends to develop a full internal communications program. This initiative will require increased funding;
- e. Commanders of Commands (ECSs) provide clear and succinct statements of support and direction to subordinate formations. *Recommendation accepted.* This requirement will be built into the Inreach communications program;
- f. a Reserve Unit employer database be developed and maintained. *Recommendation not accepted.* The management action plan states that the CFLC does not have sufficient resources to implement what is considered to be a chain of command responsibility;
- g. Provincial Liaison Officers visit each unit within their area of responsibility at least once a year and more frequently as appropriate. *Recommendation accepted.* Each Liaison Officer is expected to visit each unit at least once annually; and
- h. Unit Employer Support Representative (UESR) training be conducted annually where the requirement exists. *Recommendation accepted.* The CFLC aim is to train all UESRs every two years, however, training sessions will be conducted on an annual basis. This initiative will require increased funding.

PROGRAM EFFICIENCY

6.7 It is recommended that:

- a. the number of Provincial Liaison Officers be progressively increased. *Recommendation accepted.* During FY 2002/03 the workload of each Liaison Officer will be assessed and a needs analysis will be undertaken. Based on the results of this analysis, additional Liaison Officers will be hired commencing in FY 2003/04. Additional funding in the amount of \$21,000 per new Liaison Officer will be required;
- b. the CFLC consider converting the Class B Administrative Officer position in the Secretariat to indeterminate civilian. *Recommendation not accepted.* CFLC believes that the background, experience and knowledge required of the incumbent of the Administrative Officer position can only be found in military officers; and
- c. the CFLC revise the current practice of sending staff and photographers from Ottawa to attend the majority of ExecuTrek visits. *Recommendation accepted.* This practice will be reviewed during FY 2002/03.

ANNEX A**LIST OF PERSONNEL INTERVIEWED IN PERSON OR VIA E-MAIL**

1.	Mr J.C. Eaton	National Chair
2.	Mrs S. Bata	Ontario Chair
3.	Mr W. Coyle	Ontario Council
4.	Mr M. Bator	Ontario Council
5.	Mr C. Korwin-Kucznski	Ontario Council
6.	Mr H. Nosegaard	Ontario Council
7.	Mr F. MacGillivray	Nova Scotia Chair
8.	VAdm G.L. Garnett	Vice Chief of the Defence Staff
9.	RAdm R.A. Zuliani	Chief Reserves and Cadets
10.	BGen P.R. Hussey	Director General Reserves and Cadets
11.	BGen J.L.M. Gauthier	Commander Land Forces Central Area
12.	BGen H.M. Petras	Director General Land Reserve
13.	Cmdre W.F. O'Connell	Commander Naval Reserve
14.	BGen B.G. Curley	Senior Reserve Communication Advisor
15.	BGen E.S. Fitch	Project Director Land Forces Reserve Restructure
16.	Mr L.M. Desmarteau	Executive Director CFLC
17.	Col D.A. Fraser	Project Management Office Land Force Reserve Restructure (PMO LFRR)
18.	Capt (N) J. Bennett	Director Reserves
19.	Col E.W. Hardy	Director Cadets
20.	Col R.H. Clark	Director Air Reserves
21.	LCol S. Brand	Ontario Provincial Liaison Officer
22.	LCol G. Holden	Ontario Provincial Liaison Officer
23.	Cdr B. Bonnell	Ontario Provincial Liaison Officer
24.	LCol S. Roberston	Chief of Staff 33 Canadian Brigade Group
25.	LCol C. McQuitty	Past Commanding Officer The Brockville Rifles
26.	LCol C. Armstrong	Past Commanding Officer 3 Field Engineer Squadron
27.	LCol M.W. MacFadden	Wing Operations Officer 12 Wing
28.	LCol C.R. Mouatt	LFCA-Staff Officer Area Land Force Restructure

ANNEX A

29.	Capt (N) D.A. Edmonds	Commanding Officer HMCS Scotian
30.	LCol D.E. Muise	Commanding Officer 1 Field Regiment (RCA)
31.	LCol J.A. Bruce	Commanding Officer Princess Louise Fusiliers
32.	LCol H.P. Mundell	Commanding Officer 30 Field Regiment (RCA) Regiment /Project Management Office Reserve Force Employment Project (PMO RFEP)
33.	LCol F. Bertrand	PMO RFEP
34.	Maj H.C. Mendes	D Cdts Human Resource Manager
35.	Maj R.J. Ciecwierz	CIC Branch Advisor Central Region
36.	LCdr D. Cudmore	CFLC-Administration Officer
37.	Maj A. Peterson	CFLC-Public Affairs Officer
38.	Capt K.C. MacLean	CFLC-Events Officer
39.	Capt L.J. Cross	Commanding Officer 33 Medical Platoon
40.	Capt J.M.A.L. Plamondon	D Res-Rangers/Junior Canadian Rangers 3
41.	Mr B. Hamilton	PMO RFEP
42.	Ms L. Calamo	Director General Public Affairs (DGPA)
43.	Ms J. Calder	DGPA
44.	Mr A. Palmer	PMO RFEP
45.	Mr D. Boudreau	Executive Director Army Cadet League of Canada
46.	Mr J. Mignault	Executive Director Air Force Cadet League of Canada
47.	Lt(N) J. Clute	Navy Cadet League of Canada

ANNEX B

CRS EVALUATION CANADIAN FORCES LIAISON COUNCIL (CFLC)**RESERVE UNIT COMMANDING OFFICER SURVEY**

Reserve Unit: _____ Element: _____

Commanding Officer: _____ Time in Command: _____

1. Are you familiar with the CFLC, its mandate and objectives? Yes ____ No ____
2. Depth of knowledge Low 1 ____ 2 ____ 3 ____ 4 ____ 5 ____ High
3. What is the actual Reserve strength of your unit? _____
4. How many Reserve members of your unit are employed, either part time or full time? _____
5. How many Reserve members of your unit are students at post secondary institutions? _____
6. How many Reserve members of your unit have/will deploy overseas?
1999 ____ 2000 ____ 2001 ____
7. What percentage of these left civilian employment to deploy? ____ Post secondary school? ____
8. Are you aware if any Reserve members of your unit have not deployed due to:
Lack of employer support: _____ {numbers
Lack of educational institution support: _____ requested}
9. Are you aware of any Reserve members of your unit who have had difficulty in getting time off for other Reserve activities due to:
Lack of employer support: _____ {numbers
Lack of educational institution support: _____ requested}
If so, please indicate the nature of the difficulty.

10. In your opinion, who was responsible for the problem(s) listed at questions 8. or 9.?
Reservist _____ Military Organization _____ Employer _____
11. Is employer support an issue/problem in your unit? Yes ____ No ____
12. Is support from post secondary educational institutions an issue/ problem in your unit?
Yes ____ No ____

ANNEX B

13. Have you appointed a Unit Employer Support Representative? Yes ____ No ____
14. Is the Unit Employer Support Representative a secondary duty? Yes ____ No ____
15. If yes, how many secondary duties are there in your Unit? ____
16. How many secondary duties does the Unit Employer Support Representative have? ____
17. In competition with all the administrative related tasks and secondary duties, where does the Unit Employer Support Representative sit on your priority list? Low 1 ____ 2 ____ 3 ____ 4 ____ 5 ____ High
18. Have you or your Unit Employer Support Representative met with your CFLC Provincial Liaison Officer:
at any time ____ in the last three months ____ in the last year ____
19. Has a presentation on employer support been made to your entire unit? Yes ____ No ____
20. Does your unit have a copy of the CFLC Reserve Unit Support Programme (RUSP)? Yes ____ No ____
21. If so, have you or have any of your members used it:
at any time ____ in the last three months ____ in the last year ____
22. Have you or your unit been involved in a CFLC ExecuTrek? Yes ____ No ____.
If yes, was the event a success? Yes ____ No ____ What impact did this visit have?

23. Have you or your unit organized an employer visit to your unit:
in the last three months ____ in the last year ____ never ____
24. If yes, was the event a success? Yes ____ No ____ What impact did this visit have?

25. With respect to your unit, which employer support program do you judge to be most effective or have the most potential?
ExecuTrek ____ Unit Visit ____

The current mandate of the CFLC is " To promote the Canadian Reserve Forces through trade associations, small and large businesses, government and municipal agencies in order to facilitate the granting of leaves of absence for training without loss of job promotion and vacation time, and also to facilitate the hiring of reservists."

26. Do you believe that the CFLC is achieving its mandate?

ANNEX B

27. Should the CFLC employer support program concentrate on support for:
- reservists deploying overseas; or
 - unit and career training; or
 - both
28. Should the mandate of the CFLC be expanded to include educational institutions? Yes ___ No ___
Comments:

29. Should the CFLC go beyond employer support and into public support for the Reserves? Yes ___ No ___
Comments:

30. What role, if any, should the CFLC play in relation to recruiting and retention?

31. How would you rate the need for the CFLC and its programs? Low 1 ___ 3 ___ 5 ___ High
32. How would you rate the local success of the CFLC? Low 1 ___ 3 ___ 5 ___ High
33. Is the CFLC relevant? Yes ___ No ___
34. Will the CFLC and its programs as they now exist be relevant five years from now? Yes ___ No ___
Comments:

35. Are there more cost-effective ways of delivering existing programs? i.e., ASD, contracting out, more direct unit involvement etc.? Yes ___ No _____. If you responded yes, please explain _____

36. Has the CFLC been of any assistance to the members of your unit in any way? Yes ___ No ___
Please explain _____

ANNEX B

37. Have you ever received direction through the chain of command with respect to the CFLC? Please explain

38. Should the CFLC concentrate its employer support program on:

reservists deploying on operations Yes ____ No ____
reservists requiring time off for other reserve activities Yes ____ No ____
both are important Yes ____ No ____

39. What suggestions would you make to improve the CFLC and its programs as a service provider to your unit?

Please return your completed questionnaire by DND Mail, Fax or E-Mail to:
NDHQ/CRS/DGRS Attn: David Brigden
Tel (613) 992-0395, Fax (613) 992-0528, DND E-Mail kd.brigden@dnd.ca

ANNEX C

CRS EVALUATION OF THE CANADIAN FORCES LIAISON COUNCIL (CFLC)**PROVINCIAL LIAISON OFFICER SURVEY**

Rank and Name: _____

Province: _____ Number of Units: _____

-
1. How often do you meet with Reserve Units in your area of responsibility?
Once a Year _____ Twice or more _____ How often _____
 2. Do you meet and brief all new Unit Commanding Officers? Yes ____ No ____
 3. In an average month, how much time do you spend on CFLC duties in addition to your paid days?
One day or less _____ More than one day _____ How often _____
 4. Are you aware of any Reservists who have had difficulty in getting time off for reservist activities?
Yes ____ No ____
 5. If so, can you elaborate as to the numbers and nature of the difficulties? _____

 6. Were satisfactory resolutions found? _____

 7. Have Unit Employer Support Representatives been appointed in all units within your area of responsibility?
Yes ____ No ____
 8. Do you have a listing ? Yes ____ No ____
 9. How often do you meet or otherwise contact the UES Representatives? _____

 10. How would you rate the response of employers in your region to the various CFLC programs?
Poor 1 ____ 2 ____ 3 ____ 4 ____ 5 ____ Excellent
 11. Do you receive feedback from employers regarding their satisfaction with CFLC programs?
Yes ____ No ____
 12. Has the existence of the CFLC and its programs had a significant impact upon:
 - a. improving Reserve awareness: Yes ____ No ____
 - b. providing time off for reservists: Yes ____ No ____

ANNEX C

13. How would you rate the effectiveness of the following programs?

ExecuTrek	Low	1	2	3	4	5	High
BEME	Low	1	2	3	4	5	High
Outreach	Low	1	2	3	4	5	High
RUSP	Low	1	2	3	4	5	High
Ombudsman	Low	1	2	3	4	5	High
Awards	Low	1	2	3	4	5	High
REAP	Low	1	2	3	4	5	High

14. Which program is the most effective? _____

15. Which program is the least effective? _____
Would you recommend that the program be cancelled? Yes _____ No _____

16. The current mandate of the CFLC is "to promote the Canadian Reserve Forces through trade associations, small and large business, government and municipal agencies in order to facilitate the granting of leaves of absence for training without loss of job promotion and vacation time, and to facilitate the hiring of reservists." Do you believe that the mandate of the CFLC should be changed? Yes _____ No _____

17. If yes, please explain . _____

18. Should the mandate of the CFLC be expanded to include (If you indicate yes, please prioritize):

Educational institutions?	Yes _____	Priority _____	No _____
The Cadet Instructor Cadre (CIC)?	Yes _____	Priority _____	No _____
The Canadian Rangers?	Yes _____	Priority _____	No _____

19. Should the CFLC go beyond employer support and into public support for the Reserves? Yes _____ No _____

20. If yes, please explain _____

21. What role, if any, should the CFLC play in relation to recruiting and retention? _____

22. If you have replied yes to any of the above potential mandate changes, would your response still be yes if no further resources were allocated to the CFLC and existing programs had to be curtailed?
Yes _____ No _____

ANNEX C

23. Is the CFLC still relevant? Yes____ No ____
24. Are there more cost-effective ways of delivering existing programs? i.e., ASD, contracting out etc.?
Yes____ No _____. If you responded yes, please explain _____

25. What suggestions, if any, would you make to improve the CFLC and its programs? _____

Please return your completed questionnaire by DND Mail, Fax or E-Mail to:
NDHQ/CRS/DGRS Attn: David Brigden
Tel (613) 992-0395, Fax (613) 992-0528, E-Mail kd.brigden@dnd.ca