

The Military Grievances External Review Committee's 2024-25 Departmental plan at a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Mandate, raison d'être, vision, mission and values](#)
- [Minister's mandate letter](#)

Key priorities

Subsequent to an analysis of the Military Grievances External Review Committee's (Committee) internal and external environments and an assessment of the organization's prospects and risks, the Committee has determined that it will continue to focus on the following three priorities:

- **The people**

The Committee will work to ensure employees are engaged, trained, motivated, committed and connected to the workplace. As the mental health and wellness of our people remains paramount, we will also ensure that our people work in a healthy, respectful, safe and supportive environment. In response to the Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion, the Committee will also work to ensure that our workplace supports inclusivity and diversity, and that any discriminatory barriers or bias are eliminated.

- **The work and the workplace**

The Committee will implement improved governance and operations practices. We will continue with our goal of realizing a safe, open-concept workplace that encourages employee knowledge sharing, innovation and creativity. We will equally focus on improving our digital environment (work tools, systems, products) while augmenting our security posture. This includes our business continuity planning processes in a hybrid work environment.

- **The Committee's reach**

The Committee will continue to modernize and update its online presence and will utilize various avenues within the Canadian Armed Forces (CAF) and with key stakeholders to raise awareness and understanding of the Committee's mandate and expertise. We will also endeavour to enhance employee engagement via an updated internal communications plan.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023-24, and by \$4.1 billion annually after that.

While not officially part of this spending reduction exercise, the Committee will respect the spirit of this exercise by doing the following:

- Reviewing its travel budget on a quarterly basis to ensure that activities requiring travel expenses are essential to the fulfillment of its mandate, and that its total travel expenses will be less than or equal to the total travel expenses for the last fiscal year; and
- Reviewing all of its discretionary professional services contracts over \$25,000 to ensure that they are essential to the fulfillment of its mandate and implemented using the most efficient procurement tools available.

The figures in this departmental plan reflect these reductions.

Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Independent review of military grievances

Departmental results:

- Findings and Recommendations on all referred military grievances are provided in a timely manner; and
- The Committee provides Findings and Recommendations to the Final Authority (FA) that are clear, complete and useful in the military grievances decision-making process.

Planned spending: *\$8,247,023*

Planned human resources: *56*

Fiscal year 2024-25 will be focussed on attaining several clear objectives as well as conducting a self-reflection or analysis in relation to our indicators. Having successfully hired a number highly qualified staff members and anticipating the arrival of a new Chairperson and Full-time Vice-Chairperson requires a significant training investment but one that the Committee is ready to undertake. Micro-organizations face the challenge of employee retention and so a focus on being an employer of choice is the best response. Significant work will be done to set the conditions for success. The Committee will dedicate the necessary effort to not only improve the functionality of its in-house case management system but will also explore and consider different models for its Findings and Recommendations reports. A concerted effort to engage face-to-face with key external audiences will be essential to ensuring an understanding of our organization and its role in the CAF grievance system. Finally, with the anticipated arrival of a new Chairperson after a two-year vacancy, the time is ripe to review the Committee's performance indicators and the narrative surrounding its work. We will endeavour to accomplish these goals all the while continuing to fulfill the mandate of reviewing grievance files referred to us as expeditiously as possible.

More information about the Independent review of military grievances can be found in the full [departmental plan](#).

Military Grievances External Review Committee 2024-25

Departmental plan

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Aussi disponible en français sous le titre : [Rapport ministériel 2024-2025](#)

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From the Chairperson and Chief Executive Officer

I am pleased to present the 2024-25 Departmental Plan of the Military Grievances External Review Committee (the Committee).

Much like New Year's resolutions, the Departmental Plan is a healthy, hopeful exercise of assessing oneself, identifying new milestones and committing to attaining those objectives before end of the fiscal year. All the while, the mandate of the organization remains central. As in 2023-24, the Committee will continue to forge ahead, working within its three-pillar framework of the people, the work and the workspace, and the Committee's reach.

An organization is only as good as its diverse group of people. With significant hiring having already taken place and the expectation that a new Chairperson and new full-time Vice-Chairperson will be in place shortly, training will be a significant endeavour this fiscal year. Retention remains just as important, especially for a micro-organization. To that end, senior management is committed to offering professional development opportunities and to ensuring the health and well-being of their people. This demands a definitive engagement plan that utilizes information sharing, events, consultation and much more.

The Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service asks Government of Canada organizations to do better. The Committee will continue to respond by developing concrete actions that will address accessibility and potential biases, and that will both promote and uphold inclusion.

Effectiveness and efficiency are two words said time and time again and with good reason. How we do our work and what we accomplish impacts greatly on our credibility. As such, the Committee will look to reviewing the template and writing principles it uses in drafting its Findings and Recommendations (F&R) reports to ensure clarity and ease of understanding. Also, it will continue to further optimize its in-house case management system. We will complete our migration to the cloud and continue optimizing both our physical environment and the use of digital tools to support innovation, collaboration and excellence.

This year, perhaps more than in recent years, the Committee is sensitive to what people understand about our independent and impartial role within the Canadian Armed Forces Grievance System (CAFGS) and to the value that we add to the CAFGS by providing expert analysis and enhancing its credibility. As such, our website content and layout will be updated on a regular basis. Equally important is ensuring our partners and collaborators, specifically the Canadian Armed Forces (CAF), understand the mandate, raison d'être, mission, and vision of the Committee. Getting back to targeted face-to-face outreach will be a priority.

Finally, the Committee will seize the opportunity to review its departmental indicators. The rhetorical question most often ruminating in our hallways is "Are we measuring the right things and how does that



Vihar Joshi
Interim Chairperson
and Chief Executive
Officer

feed into continuous improvement?” There may be no better time to reflect on the response than with a new Chairperson at the helm.

So it seems that 2024-25 has the makings of a vigorous yet reflective year. Anything is possible with the dedicated team of Committee Members and employees that make up this organization. Our resolutions are clear, our path determined, and our spirit ready.

(original signed by)

Vihar Joshi, OMM, MSM, K.C., CD, LSM, CIC.C
Interim Chairperson and Chief Executive Officer

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- Independent review of military grievances
- Internal services

Independent review of military grievances

In this section

- Description
- Quality of life impacts
- Results and targets
- Plans to achieve results
- Key risks
- Snapshot of planned resources in 2024-25
- Related government priorities

Description

The *National Defence Act*, Section 29.2 (1) and (2), requires the Military Grievances External Review Committee to review every grievance referred to it by the Final Authority (FA) and to provide Findings and Recommendations in writing to the FA and the officer or non-commissioned member who submitted the grievance.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#), and more specifically, under the following Justice and human rights indicators:

“Discrimination and unfair treatment” and “Access to fair and equal justice.” Indeed, the Committee concretely contributes by conducting an independent review of every grievance referred to it and by providing quality F&R reports to the FA and CAF member who submitted the grievance.

Results and targets

The following tables show, for each departmental result related to the Independent review of military grievances, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 1: Indicators, results and targets for departmental result

Findings and Recommendations on all referred military grievances are provided in a timely manner.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
% of written Findings and Recommendations that are issued within 4four months of receipt (service standard)	16.26%	21.71%	5.56%	At least 75% of findings and recommendations issued within 4 months of receipt.	March 31, 2025

Table 2: Indicators, results and targets for departmental result

The Committee provides Findings and Recommendations to the Final Authority (FA) that are clear, complete, and useful in the military grievances decision-making process.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Achievement of a rating by the Final Authority (FA) of at least 4 out of 5 on each of the following attributes related to Findings and Recommendations issued by the Committee: usefulness, clarity, and completeness	Usefulness: 4.94/5 Clarity: 5/5 Completeness: 5/5	Usefulness: 4.27/5 Clarity: 4.27/5 Completeness: 4.26/5	Usefulness: 4.15/5 Clarity: 4.15/5 Completeness: 4.15/5	A cumulative minimum average of 4 out of 5 for each attribute.	March 31, 2025

The financial, human resources and performance information for the Military Grievances External Review Committee’s program inventory is available on [GC InfoBase](#).

Plans to achieve results

The Operations Team's (Ops) ultimate function is to review grievances referred to it by the Chief of the Defence Staff (CDS) as expeditiously and informally as is possible. This is the Committee's core business.

The focus in 2023-24 was hiring additional grievance officers and team leaders, as well as supporting the launch of the appointments for a new Chairperson and full-time Vice-Chairperson. The Committee completed its significant hiring and expects to have new leadership at the helm in early 2024. The next fiscal year brings its new goals and challenges.

First, training new leaders and employees will be essential. The goal is to continue providing training in the last quarter of 2023-24 so that all the grievance teams will be operational in 2024-25. After all, the additional hiring, made possible by additional temporary funding, served one purpose: amplify the Committee's ability to deal with its existing caseload and effectively manage the volume of incoming referrals. With the collaboration of the CAF, the Committee was able to secure additional funding from the Department of National Defence (DND) for the next three years. This funding will enable the Committee to increase its capacity to produce F&R reports and ultimately reduce its backlog of files. The aim is for the Committee to be positioned in 2024-25 to again review a high volume of grievance files thoroughly and comprehensively. Fortunately, the Committee was able to attract people with CAF and grievance experience, which will ultimately stand in good stead as we launch into 2024-25.

Second, the Committee will work on enhancing the reader's experience of our F&R reports and making improvements to our in-house case management system. Our F&R reports represent the Committee's thorough analysis and evidence-based recommendations on each grievance referred to us.

Implementing a shift to plain, inclusive language and exploring a structure that pinpoints the issues with greater clarity to guide the CDS in their decision-making and providing a better understanding of the issues for the grievors is the Committee fulfilling its mandate and responding to Government of Canada priorities. Meanwhile, the search function of our case management system is in need of optimization so that searching for information is simple. This involves adapting the tools to meet the needs of the grievance review teams.

Third, Ops will augment its outreach efforts. The last fiscal year brought to light the evident misconceptions or fragmented understanding of the Committee and what it does. Questions about our independence and impartiality, our internal grievance review process, and our role in the CAF grievance review process seem to have arisen. While we engage regularly with DND and the CAF as required, a

more concerted effort to inform and secure a common understanding of our organization will be undertaken.

Finally, the intention is to re-assess our performance indicators included in our Departmental Results Framework and determine if we are measuring the right things. Any change to our performance indicators will also have an impact on how we assess performance and so this too will have to be examined more closely. It would seem the arrival of a new Chairperson may be the moment to have this fulsome discussion. The time might be ripe, perhaps, to address the questions that we at the Committee ask ourselves on a daily basis.

Key risks

Retaining newly hired employees is a challenge for a micro-organization like the Committee, given the time and resources a fulsome onboarding process requires. That initial engagement period, which includes orientation, training, furnishing of proper equipment and tools and internal networking, is often the link that not only ensures their success within the organization but cements their place within it.

Working on change and improvements to systems, products and organizational indicators occupies a significant amount of capacity in several employees. It takes more than one person away from their regular duties, so to speak. Add on the training required to bring the entire team up to speed on the improvements and, all of a sudden, the Committee may not be able to review as many grievances and issue as many F&R reports. Maintaining high productivity while implementing changes is crucial and so the Committee balance these two objectives with caution. Any potential impact could be countered by the fact that there is an additional grievance team on board and by harnessing the advantages subject-matter experts bring to the grievance review process.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$8,247,023
- **Planned full-time resources:** 56

Related government priorities

Gender-based analysis plus

Building off those initiatives already implemented in the previous fiscal year, the Committee has several new Gender-based analysis plus (GBA Plus) initiatives planned for 2024-25. First, GBA Plus training will be mandated for all the new employees who join the Committee in or after 2023. This training has been included in the Committee's mandatory training curriculum for several years now and the Committee will continue to maintain a completion rate above 75%. In addition, the Committee will develop a

statement of intent to clearly articulate its commitment to GBA Plus, identify a GBA Plus Champion to lead various initiatives, and promote tools and resources that employees can apply to their work.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The Committee fully supports the principles of the United Nations 2030 Agenda for Sustainable Development, the United Nations Sustainable Development Goals, and Canada's 2030 Agenda National Strategy. Committed to doing what it can to advance the principles of sustainable development and greening government objectives, the Committee is nonetheless cognizant that it is a micro-organization and is limited in how it can contribute.

Activities will range from increasing awareness and mandating key training related to procurement and Indigenous cultural competency to greening our micro-organization's office space and business practices/processes to awarding federal contracts to Indigenous peoples. The Committee is fully engaged and fully supports the environmental, social and economic dimensions of sustainable development. Every contribution, however small, makes a difference.

More information on the Military Grievances External Review Committee's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [2023-2027 Departmental Sustainable Development Strategy](#).

Supporting information on planned expenditures, human resources, and results related to the Military Grievances External Review Committee's program inventory is available on [GC Infobase](#).

Internal services

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- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services

- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

In 2024-25, Internal Services will continue building on effectiveness, efficiencies and well-being by diving deeper into its three pillars: the people, the work and workspace, and the Committee's reach. In order to advance past year achievements, the following activities will be the priority.

Recruitment, retention, accessibility and well-being

Recruiting based on need is standard practice, however, where and how you recruit has evolved over the last few years and the Committee will target functional communities and take advantage of established online spaces, such as LinkedIn, to discover new talent. Retaining talent is equally important. As such, learning opportunities and offering professional development, which is challenging for a micro-organization, to employees looking for growth or change will continue in the next fiscal year. The work to create a barrier-free workplace and services while identifying and removing potential biases will carry on. Lastly, the Committee will continue to invest in wellness. Ensuring that employees work in a healthy, respectful, and supportive environment is a must and all efforts to preserve and sustain the mental health and well-being of our staff is perhaps the most significant priority for senior management.

Effectiveness and security

First and foremost, as the result of a professional analysis, the Committee will implement an improved governance structure that clearly defines the organization's responsibilities and relationships to augment employee satisfaction. The Committee will continue its work on a safe, open-concept workplace that encourages knowledge sharing, innovation and creativity, as well as continue to modernize its library of work tools. This includes financial systems and processes, specifically workflow implementation for electronic authorization within the financial system. In the digital age and telework environment, security must be a priority. The Committee will have already tested the efficacy of its business continuity plan in 2023-24 and implement results and findings in 2024-25. The Committee will also complete its four-year plan of migrating to the cloud. The goal continues to be improving policies and procedures related to both physical and information security.

Engagement and outreach

The benefits of employee engagement can not be understated. The Committee is dedicated to further enriching its internal communications plan with an end goal of motivating and staying closely connected with its employees. This includes a revamped intranet as well as meaningful events, blogging, polling, and regular town halls. The external website will continue to be updated with new content while its information architecture will be revised to better respond to user’s needs. Even for a micro-organization, outreach is required. As such, efforts to improve stakeholder awareness and understanding of the Committee’s work will be pursued.

Snapshot of planned resources in 2024-25

- **Planned spending:** \$8,247,023
- **Planned full-time resources:** 56

Related government priorities

Planning for contracts awarded to Indigenous businesses

In the spirit of economic reconciliation with Indigenous peoples, the Government of Canada established a mandatory minimum target of at least 5% of the value of federal contracts to be awarded to businesses owned and led by Indigenous peoples. As per the schedule prescribed by Indigenous Services Canada, the Committee is part of Phase 3, where it is required to meet the mandatory minimum target of 5% of its total contracts to Indigenous businesses annually by 2024-25.

The Committee will do its part in supporting the Indigenous community and has already adjusted its internal processes and procurement plan. A target of 5% has been set within the organization for fiscal year 2024-25.

Table 3: Planning for contracts awarded to Indigenous businesses

The following table shows how the department plans to achieve awarding at least 5% of the total value of contracts to Indigenous businesses annually.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	5.36%	n/a	5%

Planned spending and human resources

This section provides an overview of the Military Grievances External Review Committee’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

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- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

Table 4: Actual spending summary for core responsibilities and internal services (\$ dollars)

The following table shows information on spending for each of the Military Grievances External Review Committee’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Independent review of military grievances	\$4,811,195	\$4,706,492	\$5,330,222
Subtotal	\$4,811,195	\$4,706,492	\$5,330,222
Internal services	\$2,213,866	\$2,382,708	\$2,284,381
Total	\$7,025,061	\$7,089,200	\$7,614,603

Explanation of table 4

The forecasted spending for the 2023-24 fiscal year represents a substantial increase of \$525.4 thousand when compared to the total expenditures for the previous year, 2022-23. This variance is primarily attributed to retroactive payments and in-year compensation adjustments required by various collective agreements and terms and conditions of employment. Additionally, the increase in authorities is partially explained by a transfer of \$397.6 thousand received in Supplementary Estimates B from DND. This transfer is necessary to enable the Committee to increase its capacity to produce F&R reports.

Table 5: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the Military Grievances External Review Committee’s core responsibilities and for its internal services for the upcoming three fiscal years.

Core responsibilities and internal services	2024-25 budgetary spending (as indicated in Main Estimates)	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
Independent review of military grievances	\$5,772,916	\$5,772,916	\$5,797,908	\$5,670,692

Core responsibilities and internal services	2024-25 budgetary spending (as indicated in Main Estimates)	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
Subtotal	\$5,772,916	\$5,772,916	\$5,797,908	\$5,670,692
Internal services	\$2,474,107	\$2,474,107	\$2,484,817	\$2,430,297
Total	\$8,247,023	\$8,247,023	\$8,282,725	\$8,100,989

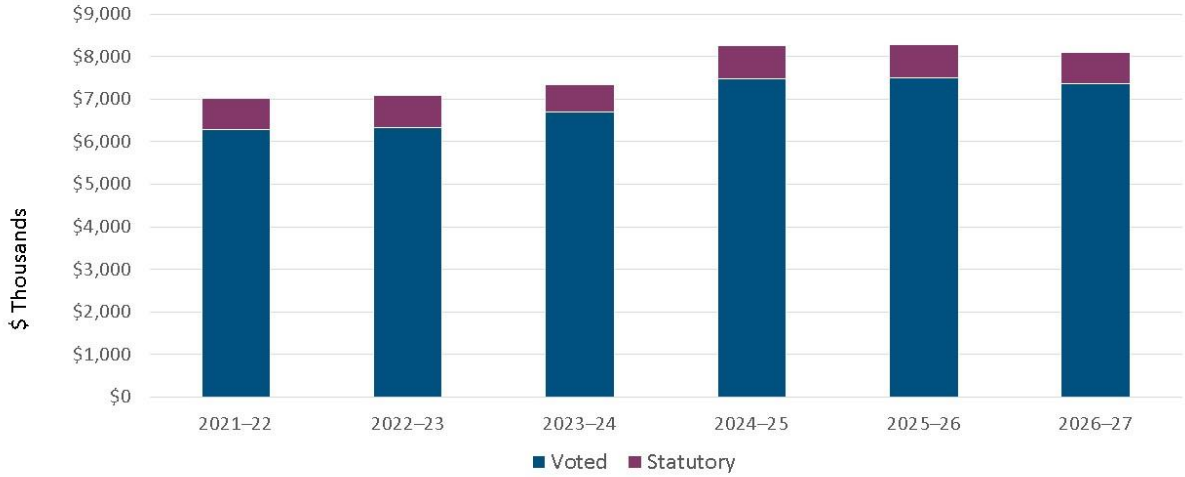
Explanation of table 5

Typically, we observe a decrease in planned spending due to the absence of operating budget carry-forwards in future years’ authorities. Nevertheless, the notable increases in authorities for the upcoming three fiscal years can be attributed to the multi-year funding transfer from DND, amounting to \$849,4 million for 2024-25, \$849,4 million for 2025-26, and \$631,9 thousand for 2026-27.

Funding

Figure 1: Departmental spending 2021–22 to 2026–27

The following graph presents planned spending (voted and statutory expenditures) over time.



Year	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Statutory	\$742	\$768	\$655	\$769	\$773	\$746
Voted	\$6,283	\$6,321	\$6,960	\$7,478	\$7,510	\$7,355
Total	\$7,025	\$7,089	\$7,615	\$8,247	\$8,283	\$8,101

Explanation of figure 1

Expenditures for fiscal years 2021-22 and 2022-23 represent the actual spending incurred during those respective years, as reported in the Public Accounts.

The planned spending for fiscal year 2023-24 reflects the projected spending level for the entire fiscal year, while the planned spending for fiscal years 2024-25 to 2026-27 reflects funds already included in

the Committee's reference levels. This also includes amounts to be authorized through the Estimates process, as presented in the Committee's Annual Reference Level Update.

Estimates by vote

Information on the Military Grievances External Review Committee’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Military Grievances External Review Committee’s operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the Committee’s [website](#).

Table 6: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	\$8,352,000	\$8,775,000	\$423,000
Total revenues	\$1,000	\$0	(\$1,000)
Net cost of operations before government funding and transfers	\$8,351,000	\$8,775,000	\$424,000

Explanation of table 6

The variance is primarily explained by the significant increase in planned salary expenditures for fiscal year 2024-25. This increase is attributed to the Committee receiving a funding transfer of \$849,4 million from DND, compared to the \$397.6 thousand received in the previous fiscal year, 2023-24.

Additionally, the variance is influenced by an expected loss due to the disposal of leasehold improvements in 2023-24, resulting from the Committee vacating a portion of its leased space.

It is important to note that the 2024-25 planned results only include amounts specified in the Main Estimates and do not account for any surpluses. In contrast, the 2023-24 results do include a surplus over its maximum carry-forward.

Human resources

Table 7: Actual human resources for core responsibilities and internal services

The following table shows a summary of human resources, in full-time equivalents (FTEs), for the Military Grievances External Review Committee’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 forecasted FTEs
Independent review of military grievances	34	33	33
Subtotal	34	33	33
Internal services	13	15	14
Total	47	48	47

Explanation of table 7

The forecasted total number of FTEs by the end of 2023-24 is 47, slightly below the planned 49 FTEs outlined in the 2023-24 Departmental Plan. While most vacant positions have been filled, the positions of the Chairperson and Chief Executive Officer, as well as the full-time Vice-President have been vacant for over a year and a half.

Table 8: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in FTEs, for each of the Military Grievances External Review Committee’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	2024–25 planned fulltime equivalents	2025–26 planned fulltime equivalents	2026–27 planned fulltime equivalents
Independent review of military grievances	42	42	40
Subtotal	42	42	40
Internal services	14	14	14
Total	56	56	54

Explanation of table 8

Starting in 2024-25, there is a notable increase in FTEs for the next three fiscal years. This expansion is aimed at enhancing the Committee's capacity to produce F&R reports.

Corporate information

Organizational profile

Appropriate minister:

The Honourable Bill Blair, MP

Institutional head:

Vihar Joshi, Interim Chairperson and Chief Executive Officer

Ministerial portfolio:

National Defence

Enabling instrument(s):

National Defence Act, R.S.C. 1985, c. N-5

Year of incorporation / commencement:

2000

Other:

[About the Committee](#)

Organizational contact information

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Website:

<https://www.canada.ca/en/military-grievances-external-review.html>

Supplementary information tables

The following supplementary information tables are available on the Military Grievances External Review Committee's [website](#):

- [Gender-based analysis plus](#)

Information on the Military Grievances External Review Committee's departmental sustainable development strategy can be found on the Committee's [website](#).

Federal tax expenditures

The Military Grievances External Review Committee's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.