

## Chief of Reserves and Cadets|

### Director General Reserves and Cadets

#### Address to the Conference of Defence Associations

Ottawa – 23 February 2001

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Introductory in French:

- De la part du CAm Zuliani
- Merci encore une fois pour me donner la chance de vous faire une mise à jour encore une fois cette année sur la Division du Chef de la Réserves et des Cadets

Since your last AGM changes have occurred in C Res & Cdts Division. Rear Admiral Zuliani, a Class A Reservist from Thunder Bay was appointed Chief Reserves and Cadets this past summer and I, a regular force officer, joined the team as the Director General shortly thereafter. For the first time, we have a full time Director of Reserves and for the next three years we are employing a full time Reservist in that billet (Capt (N) Jennifer Bennett). The mandate of the Directorate of Reserves has been expanded to include sections on Operations, Training, Human Resources, Policy, Cadets Instructor Cadre, Canadian Rangers and Junior Canadian Rangers. In the rest of the Division, D Cdts Col Rick Hardy will be replaced this July by Col John Ambler. Mr Leo Desmarteau will continue as ED CFLC.

The theme of your seminar this year “The Canadian Forces and the Public” is, in our opinion, one of the major roles of the people and organizations that C Res & Cdts Division is involved with. Both the Reserves and Cadets form a key link between the Canadian Forces and the Canadian public. The Canadian Forces plays a key role in managing the Canadian Government's largest youth program, the Canadian Cadet Movement, which currently involves **56,647** young men and women in **1,140** Corps and Squadrons across Canada - **(10,278 Sea Cadets, 21,064 Army cadets, 25,305 Air cadets)** - and we have a mandate to expand the movement to 70,000 cadets. In that program we develop in Canada's youth attributes of good citizenship and physical fitness. In addition, in 1999 you heard that a new youth program, Junior Canadian Rangers, had been started in our remote and northern communities in conjunction with Canadian Ranger patrols. We are proud to say that this CF initiative, developed and managed by the C Res & Cdts Division is strong and growing with a current strength of 1700 JCRs in 63 patrols. This youth program relies upon strong community ties and support, thereby linking community members with the Junior Canadian Rangers, The Canadian Rangers and the Canadian Forces.

The 1994 White Paper states that the one of the roles of the Reserve Force is to provide a vital link between the CF and local communities. Canada's Primary Reservists comprise one third of all Canadian Forces personnel resources and the combination of 30,000 Primary Reservists, 4,500 CIC, 3,500 Canadian Rangers, and 50,000 Supp List bring that total close to 90,000. \* Pri Res planning strength of 26,700 – 32,400. Naval Reserve 4012 authorized, 3587 current; Army Reserve (20,500 to 27,000); Air Reserve 3000 authorized, 2045 current; Comm Reserve 1650, NDHQ PRL 200 – 400 pers

Members of the Reserve Force are often referred to as "citizen soldiers" or "twice the citizen". They are members of our society who have chosen to serve their country through voluntary, part time military service. They are drawn from virtually every aspect of our society and they bring to the forces a vast array of skills, education and knowledge in addition to those developed through military training. Approximately 55% have full-time civilian careers, 30% are full-time students and 15% have other part-time employment. It is remarkable how Reservists make such a significant contribution to the defence team while accommodating the demands of a civilian career or school and family in addition to the military. I should emphasize as well, the significance of Reserve diversity and gender equity. Reserve units are located in communities from coast to coast and as far north as Grise Fjord. With that large a geographic expanse and direct exposure to diverse demographics, the Reserve truly leads the way.

For reservists, military service is essentially a part-time activity. Reserve training throughout the year must be structured to accommodate the demands of family, school and the civilian workplace. This has become increasingly more challenging as the pace of military training and the commitment to professional development have expanded in recent years. We are trying to be more innovative in delivering training to the entire CF utilizing distributed and computer based training, equivalencies, simulators, local courses in civilian training institutions, modular courses and the virtual classroom. All of these of course will greatly enhance the professional development of the part-time employee.

The current manning shortfall in the Regular Force has meant that a greater number of Reservists are working full time in direct day to day support. The current pace of operations has had a dramatic impact on the number of duty tours, which may be required of individual service members. Reservists are key to providing a cost effective surge capability to the CF, bringing valuable personal and civilian skills in addition to military training. As of this week, 287 Reservists make up 11% of the 2811 deployed forces and can be proud of their high rate of success and effectiveness. We consistently have more volunteers for operations than are required and the opportunity for peacekeeping duties motivates reservists, enhances their qualifications and capabilities and creates a cadre of experienced Reservists in local units. They also can share those experiences with their communities and civilian work colleagues.

Of course, operational experience is not restricted to international operations. Reservists have played an even greater role in domestic operations. As Canada has watched, reservists have answered the call in the floods of Winnipeg and Saguenay, the Ice Storm and Swiss Air Flight 111. Reservists were behind the scenes on stand by for New Years Eve 31 December 1999. Any previous concerns about the Reserves ability to participate with the defence team in sufficient numbers have been alleviated by the high response rate on these domestic operations

Through the programs of the Canadian Forces Liaison Council (CFLC), civilian employers are becoming more aware of the value of reserve training and service and are in turn more supportive. We continue to be proactive in encouraging employers to support reservists through job protection rather than legislation.

The CFLC was established to answer a need expressed by the leadership of the Canadian Forces and the Government of Canada and its mission is to enhance the availability of primary reservists for participation in military training and operations without loss of job, seniority or vacation time.

CFLC assists in the Force Generation process, and exists as a staff organization to serve the Commands and to help them meet their objectives, which are the recruitment, retention and ongoing availability of combat-trained reservists.

The word 'Liaison' in Canadian Forces Liaison Council has become more relevant now than it has ever been. CFLC interfaces directly with civilian employers to communicate to them the value of military training to their organisations.

From about twenty supportive employers in 1993, the CFLC now has a database of more than 3200 who have formalized their commitment to support the Reserve Force. Of this group, more than 3000 will provide two weeks leave to reservists on their staff who need time off for military training. 35% of these will also grant 'top-up' pay, that is top up the difference between the reservist's military and civilian pay. 77% of supportive employers will also give reservists extra time off to take courses and 57% currently are willing to grant up to 12 months of unpaid leave for a reservist to go on an overseas operation. Because of CFLC's ongoing programs, nine of the provinces have committed to a provincial military leave policy for reservists and have formally recognized them with a provincial "Reserve Force Day"

During OP ABACUS, our year 2000 response, more than 50% of the communications reserve personnel were employed for one month. We know that the communications reserve made extensive use of the material provided by CFLC to approach their civilian employers to ask for the time off, and of course bring valuable Y2K training and experience back to their organizations.

The CFLC has established seven programs to deliver this message to the civilian employers, the businesses and industries of Canada.

The Outreach program allows us to reach a large number of employers through mailings, participation in conferences and trade shows, making presentations, production of articles for professional journals.

Lately, we have focussed our attention more narrowly on certain target groups, repeating the messages to them many times, in a variety of ways. At the moment we have targeted human resource professionals, the alumni of our military colleges and chiefs of police. We are beginning to work with an association of manufacturers and exporters. In the future, we will also target other professional groups, chambers of commerce, and municipalities. T

The ExecuTrek program gives us an opportunity to bring employers, usually for one day, to visit reservists while they are training. We run approximately 20 national visits each year involving around 450 employers each year.

In addition, we support reserve unit events or local ExecuTreks at a rate of 60 to 70 events yearly, through which we reach another 600 employers. The reserve units themselves manage these events.

The Awards Program makes it possible for us to officially recognise and thank employers who are supportive of the Reserve Force. We make national presentations every two years. It's important to recognise that in all cases the employers are nominated by the reservists who work for them, and the reservists participate fully in all ceremonies. This year's awards, the fourth since the beginning of the program, will be presented in May. We also encourage our provinces to present awards at their level.

The BEME or Business Executives' Military Experience was borrowed from Great Britain, where it is called "Executive Stretch". With this program, employers are invited to put on a uniform and live the life of a reservist for two days. During that time we divide the employers into teams and run them through several exercises where they have to work as part of a team, solve problems and carry out the solution.

The Mediation Program helps prevent conflicts between the reservist and the employer and assists in the resolution of conflicts, which may already have arisen. In most cases the reservist asks for the assistance of the Council to help obtain leave for military training. *(In the past year, we have dealt with 17 cases at the national level.)*

To emphasize the parallels between military training and civilian business needs, we have divided the benefits of military training into three broad categories.

Leadership and management skills; valuable work ethics and attitudes such as personal discipline, confidence, loyalty, accountability, integrity, enhanced maturity and teamwork; and finally, trade specific and occupational training. Once we have explained how reservists make better-trained, more capable employees, we ask employers to support the Reserve Force.

Our key document in the employer support process is a Statement of Support for the Reserve Force, which we ask employers to fill in and sign.

First we ask employers to state that they support the Reserve Force – simply an expression of approval and appreciation.

Secondly, we ask that employers give serious consideration to granting two weeks time off a year for military training without loss of holiday time or benefits. More than 3000 employers have done this to date. We then ask them to consider topping up the difference between their military and civilian pay during that two week period. Of those granting leave, as I mentioned earlier, 35% have also willingly complied with top-up pay.

The next level of support is for additional time off for courses.

We also ask employers to formalise their support in a Human Resources policy and to file a copy of the policy with us. We have more than 800 military leave policies from employers on file in Ottawa. As a part of our employer support approach, we are now also asking employers if they will consider hiring reservists.

What may also be of interest to some of you here is the CFLC's Reserve Employment Assistance Program. (REAP) It was created as a result of various requests we had from employers who asked for our help in recruiting reservists to work for them. We get an expression of interest from an employer, assist them in developing a job notice suitable for placement in reserve units and then send this notice out at no charge through the military message system to appropriate reserve units. We do not get involved in the hiring practice, nor do we track how many reservists get hired as a result of the service. So far this fiscal year, we have had 25 employers offer some 320 jobs to reservists.

Since 1999, We have been promoting a national Reserve Force Uniform Day each year. This is an opportunity for Reservists to wear their uniform to their workplace and to publicize their work with the Reserves. This program is currently under review to look at ways and means of increasing its scope to raise public awareness for the Reserve Force.

The CFLC programs currently focus on the Primary Reserve and rely a great deal on internal communications within the Reserve Community. This is where we plant the seeds necessary to assist the Commanding Officers and individual reservists in seeing the importance of building and nurturing the civil/military relationship at the local level. This is vital, as it is the unit commanders and the individual reservists who best understand the business needs and climates in their own communities and can best convince companies, at the local level, of the merits of this form of civil/military co-operation. Without this local employer support, sufficient numbers of reservists would not be available to meet the operational needs of the CF.

Having set the stage for increased Reserve employment opportunities, let me now return to recent developments for Reserve personnel. Of note is the term "Reserve" itself. Throughout this presentation, when I use the term "Reserve" I include all members of the Reserve community – the Primary Reserve, Supplementary Reserve, Cadet Instructor Cadre and Canadian Rangers. At times, I will refer to the Primary Reserve and this includes members of the four elements – Navy, Army, Air and Communication plus the National Defence Headquarters Primary Reserve List.

Now, more than ever the climate is right for review and change within the Reserve. The entire Reserve community is directly linked into a number of major Human Resource projects including Terms of Service Review, Military Occupation Review, Recruiting and Retention, Training and Education, Personnel Enhancement, Land Force Reserve Restructure, the Reserve Pension project and the most significant review of Reserve Employment policies – the **Reserve Force Employment Project**. (RFEP) This project will tackle major issues including Reserve Classes of Service, Liability, Compensation and Benefits, Annuitant employment policy, Career management, Reserve relocation, Recruiting and Retention for the Pan Reserve community including Primary Reservists, Supp List, Rangers and CIC. The key to success for this major Reserve study is the direct link into a number of related HR projects which ensure that Reserve personnel are considered in all CF initiatives. The key objectives of the RFEP project are:

- **to examine key employment differences between Regular and Reserve components of the CF,**
- **Review and revise Reserve employment policies**
- **Validate/recommend/develop human resource policies, practices and procedures that will facilitate the employment of Reservists on a part-time and/or full-time basis**
- **Enhance Recruiting and Retention making the Reserve component of the CF an attractive employment choice for Canadians.**
- **Review and make recommendations for change, as necessary, regarding the CIC**

There are four macro themes within the Reserve Force Employment Project:

Liability, Employment, Management of Careers and CIC

- **Liability- Liability and Predictability of Service, Job protection, Attendance Standards, Obligatory Service, and Non-Effective Strength (NES)**
- **Employment -Classes of Service (Employment Framework and Compensation), Administration of Classes of Service, Medical, Dental and 16 related benefits, Reserve relocation policy, Annuitant Employment, and Voluntary Service Without Pay**
- **Management of Careers - Recruiting and Enrolment, Retention, Reserve Relocation, Rank Progression, Professional Development, Career Review Boards, and Component Transfers**
- **CIC -Enrolment Standards and Procedures, CIC Compensation, NCM component, Training, CIC/Leagues Relationships, and Employment**

Each of these themes will serve to validate, recommend, and develop human resource policies, practices and procedures that will facilitate the employment of Reservists within the Total Force on a part-time and/or full-time basis. Policy changes will reflect the importance of Reserve service and enhance sound recruitment, retention, training, and career development practices while making the Reserve component of the CF an attractive employment choice for Canadians.

The CIC Review is an excellent opportunity to validate, develop, and /modify HR policies that will significantly enhance the ability to attract and retain potential youth leadership within the Canadian Cadet Movement

The Project runs from July 2000 until July 2002 with milestones established throughout the project and time allowed for policy changes and implementation. The Chief of Reserves and Cadets Division is directly linked into this project as the Director of Reserves, Capt(N) Bennett, is the Project manager for this work..

A Major shift of focus and resources occurred in Oct 2000 when RFEP was directly linked to CF wide Recruiting & Retention Project. At this time the Reserve Project concentrated on those initiatives directly lined with recruiting and/or retention. The synergy with ADM HR (Mil) is important as any proposed changes to Recruiting & Retention in the Regular Force have a direct impact on the Reserves.

The initial Reserve-related HR attraction and retention initiatives which are being advanced within the RFEP to mitigate against current attraction/retention challenges. include:

- **Classes of Service (employment categories and associated compensation)**
- **Medical Benefits**
- **Dental Benefits**
- **Relocation benefits(Post Living Differential, Posting Allowance, Movement Grant, Travel and Relocation Benefits)**
- **Annuitant Employment Policy**
- **Education Reimbursement**
- **Accreditation**

You might note that the Reserve Pension has not been listed in conjunction with the Reserve Force Employment Project. That is because this initiative is under review by a separate project team. The

Reserve Force Retirement Gratuity has been in place for the past 4 years and will remain in effect until the Reserve Pension is resolved. The current program allows for a severance type benefit recognising long service in the Primary Reserves introduced in 1997 as an interim measure to compensate for the lack of a pension plan for the Reserves.

The Pension plan project is faced with the ultimate challenge to support HR management objectives while providing a necessary degree of stability and incentive amongst Reservists. Any Pension Plan for the CF Reserves must:

Be designed to enhance retention of Reservists, once they have reached a reasonable threshold of service; address the diverse Reserve community with full time and part time employment; and be accompanied by enhanced communication to ensure that plan members understand and appreciate the benefits being provided.

The Project Team has completed two of four phases and has identified three options for further consideration:

- Defined Benefit Plan using an updated career average formula;
- Defined Contribution Plan; and
- Group Registered Retirement Savings Plan

At a meeting in Feb 01 CFPAC endorsed the way ahead for the modernization of the CF pension plan. The introduction of Bill C-78 in 1998 provided the flexibility to develop a pension plan for Reserve service and to pursue pension reform activities related to the CFSA. To date these two activities have been undertaken as separate and distinct requirements. As a result of the initiatives being pursued under the TOS Review and the RFEP, it became apparent that there would be a significant impact on both the current CFSA and the RPP initiatives. CFPAC therefore endorsed a recommendation that the future pension requirements of the CF could best be addressed by a complete modernization of pension arrangements. This action offers the scope to develop a CF pension based on employment rather than on membership in either the Reg F or Res F. Those members on full time service (Reg or Res) will be covered under an element of the plan based on a Defined Benefit / Best 5-Year design similar in nature to the current CFSA. CF members serving on a part-time basis will be covered under a second element of the plan, which is more responsive to the diversity of part-time employment requirements. This element of the plan could be based on either a Defined Benefit / career average or a Defined Contribution plan design yet to be determined.

The Reserve component is being considered and the Reserve voice is loud and clear on all major committees and working groups. For example, within the education and training initiatives, we are trying to adopt a more flexible approach in how we train and task reservists. We must continue to train the working Reservist while recognizing the availability issues that will always have an impact on how, when and where we train them. In order to more effectively and efficiently train Reservists in all of the environments, we are looking to increase our investment in simulation equipment and in distributed learning. We can no longer afford to move Reservists to centralized residential training for most of our courses. Obviously, there will continue to be a

requirement for training, education and assessment at a specific training site for some modules of some courses, but we must become smarter trainers and educators, and maximize the use of technology. I should add that this also holds true for Regular Force course training and education. The C Res & Cdts staff is certainly in high demand in this time of rapid change.

Every week our soldiers, sailors, airmen and airwomen are told they represent Canadian society and that the CF is a reflection of and on that society. The CF is working hard to both reflect and influence societal and cultural change. Indeed the CF is leading many Government and Public departments in that change. The Canadian public should be proud of its armed forces and its myriad of contributions to our society and well being. Our Reservists by their very nature are one of our vital links to that public. To paraphrase Mr. David Rudd in his 1998 CISS Spring Seminar presentation, the Reserves are perhaps the best means of conveying the importance of a credible defence to a largely uninformed and skeptical public. The value of the neighbour, business partner, co-worker or fellow student in uniform goes beyond his or her capability to augment the Regular Force.

I have covered only a small portion of the activity for which we are responsible. I hope that I have piqued your interest and demonstrated that these are indeed interesting, challenging and exciting times to be involved in the Chief of Reserves and Cadets Division as we work to help strengthen that vital link to the public. There is much to share with groups such as yourselves and I do hope that your tradition of inviting the Chief Reserves and Cadets to update you at your Annual General Meeting will continue.

Conclusion in French: Merci encore une fois pour l'opportunité de pouvoir vous informer des activités de notre Division.