

DETAILED ACTION PLAN FOR OAG RECOMMENDATIONS – REPORT 5: CANADIAN ARMY RESERVE – NATIONAL DEFENCE

Report Reference	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position)
Para 5.22	<p><i>Guidance on preparing for missions</i></p> <p>National Defence should provide individual Army Reserve units with clear guidance so that they can prepare their soldiers for key tasks assigned to the Army Reserve for major international missions.</p>	<p>Agreed. Providing the necessary training to soldiers before they participate in international deployments is of paramount importance to the Canadian Army. Guidance regarding the required training is provided in the Army’s annual operation plan. Once Reserve participation in a given expeditionary operation is announced, specific direction is given with respect to the training required for individuals and for designated Reserve Teams (to conduct tasks such as Convoy Escort, Force Protection, and Persistent Surveillance). Every Team is “confirmed” through a deliberate process before being given the green light to deploy. The Army will work toward improving its guidance for anticipated key tasks for major international missions.</p>	<p>The Canadian Army (CA) will refine the direction provided in the Annual Operating Plan to clearly identify the requirements for Reserve participation in international operations.</p>	<p>31 March 2017</p>	<p>The <i>Strengthening the Army Reserve Directive</i> will be issued in May 2016 which will highlight the key activities to be conducted as part of an analysis to ‘mission task’ specific reserve units to meet expeditionary requirements.</p> <p>By 1 December 2016 determine the units that should be mission tasked based upon capabilities that could be resident within the Army Reserve.</p> <p>By 1 December 2017 confirm by Corps and Branch the correct structure of units and equipment associated to meet tasks.</p> <p>By 31 March 2018 include clear direction to Divisions/Brigades/Units on the mission tasks and expectation of the Army Reserve to meet operational requirements.</p>	<p>Commander, Canadian Army (Comd CA)</p> <p>Col R.M. Foster Dir Army Reserve</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

<p>Para 5.32</p>	<p><i>Guidance on preparing for missions</i></p> <p>The Canadian Army should define and provide access to the equipment that Army Reserve units and groups need to train and deploy for domestic missions.</p>	<p>Agreed. A procurement plan is under way to address the shortages within certain fleets. The Canadian Army has defined and provides the equipment required to conduct domestic operations. The majority of this equipment is held either within the unit or with the Canadian Brigade Group. When a specific requirement or gap is identified that is not within the Brigade Group, the Division will reallocate from within its own resources or will request additional items from national stocks.</p>	<p>Establish and implement minor and major capital projects to provide equipment to the Army Reserve.</p>	<p>By December 2019 the project will be implemented.</p>	<p>Identify equipment shortfalls and gaps by Corps and Branch – December 2016.</p> <p>Identify nationally held equipment that can be redistributed to address gaps in order of priority to meet capability and training requirements – Spring 2017.</p> <p>Build Military Command Software (MCS) Equipment Establishment for Army Reserve Units – December 2017.</p> <p>Develop Capital Project for Army Reserve Equipment and implement – December 2019.</p>	<p>Comd CA</p> <p>Col R.M. Foster Dir Army Reserve</p>
<p>Para 5.34</p>	<p><i>Guidance on preparing for missions</i></p> <p>The Canadian Army should require Army Reserve groups to formally confirm that they are prepared to support domestic missions.</p>	<p>Agreed. The Canadian Army will review the process and develop a better-documented confirmation method. The Army conducts training on an annual basis for the 10 Territorial Battalion Groups and the four Arctic Company Response Groups. This training may be verbally confirmed through the chain of command, which is found to be sufficient for training objectives.</p>	<p>Develop a formal annual confirmation method for the Territorial Battalion Group (TBG), Arctic Response Company Group (ARCG) and Independent Domestic Response Companies.</p>	<p>31 March 2017</p>	<p>By Fall 2016 - Develop Plan for formal confirmation – Fall 2016.</p> <p>Implement Plan in Annual Operations Plan for FY 2017/18.</p>	<p>Comd CA</p> <p>Col D.J. Lambert Chief of Staff Canadian Army Doctrine Training Centre</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

<p>Para 5.57</p>	<p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should design and implement a retention strategy for the Army Reserve.</p>	<p>Agreed. Retention enables Canadian Armed Forces' operational and institutional excellence. National Defence will develop and implement a Canadian Armed Forces (CAF) retention strategy that will ensure retaining our members in uniform is a fundamental aspect of how we manage our people, and is given equal, if not greater, prominence in our attraction and recruiting efforts. Our approach going forward will be comprehensive and incorporate the Regular and Reserve Force, creating greater mobility between these components and accounting for the range of requirements inherent in each. While consideration will be given to transactional requirements in the areas of compensation and benefits, National Defence will develop effective measures including, but not limited to, career management, family support, mental health and wellness support, and diversity requirements.</p> <p>The Canadian Army is developing a retention strategy for the Army Reserve, and is in the process of updating the strategy based on Chief Military Personnel initiatives.</p>	<p>CAF will develop and implement a retention strategy that includes both Regular and Reserve Force, in order to achieve approved manning levels, retain talent, and optimize recruiting and training outputs thereby contributing to operational and institutional effectiveness.</p>	<p>30 September 2018</p>	<p>Strategy Development:</p> <p>Phase 1 (June 2016 – May 2017) Orientation: This phase will encompass a review and analysis of the concepts, research and gaps in understanding retention in the CAF.</p> <p>Phase 2 (April 2017 - December 2017) Strategy Design: The development of the retention strategy goals, objectives and actions that will link ends, ways and means to achieve the strategic intent.</p> <p>Phase 3 (June 2018 - September 2018) Strategy Implementation: This phase will entail the completion of a number of actions including the review, development and/or amendment of policies, plans and programs that will achieve the strategic goals.</p> <p>Phase 4 (Not before Summer 2019) Validation: Once the Strategy has been implemented, a validation will be completed to</p>	<p>Military Personnel Command (MPC)</p> <p>BGen S.J.R. Whelan MILPERSGEN/ DComd</p>
------------------	---	--	--	---------------------------------	---	---

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

					ensure its effectiveness and efficiency.	
Para 5.62	<p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should review the terms of service of Army Reserve soldiers, and the contracts of full-time Army Reserve soldiers, to ensure that it is in compliance with the <i>National Defence Act</i>.</p>	<p>Agreed. The Canadian Armed Forces will review the framework for the Reserve Force terms of service and the administration of Reserve Force service to ensure it complies with the <i>National Defence Act</i> and the regulations enacted under it.</p>	<p>CAF will review the requirement for amending the “terms of service” (more accurately, the classes and periods of service) for Reserve Force members, in order to ensure compliance with the <i>National Defence Act</i> and Queen’s Regulations and Orders (QR&O) Chapter 9.</p>	<p>30 September 2017</p>	N/A	<p>MPC</p> <p>Vice-Chief of the Defence Staff (VCDS)</p> <p>Col B.J.G. Poulin Director Military Careers Policy and Grievances (DMCPG)</p> <p>MGen P.J. Bury Chief Reserves and Cadets (C Res & Cdts)</p>
Para 5.65	<p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should review its policies and clarify Army Reserve soldiers’ access to medical services.</p>	<p>Agreed. The Canadian Forces Health Services Group (CF H Svcs Gp) Headquarters is actively advancing a number of initiatives to review and support policies for medical assessments that contribute to Primary Reserve soldiers’ overall readiness for training and deployment, and that clarify access to medical services, including:</p> <p>- issuing a communiqué to establish the priority for Reservists to receive medical assessments from Headquarters (released October</p>	<p>Implementation of a Reserve Medical Readiness assessment tool to assess occupational fitness of Class A members undertaking employment/deployment limited to a domestic environment. This would include occupational fitness related to marching on the armoury floor, participating in a week-long exercise or deploying in response to domestic disasters such as floods/fires.</p>	<p>Full implementation FY 2017/2018</p> <p>The Canadian Forces Health Services Group will conduct a trial in preparation for the full roll-out of the Reserve Medical Readiness</p>	<p>Amending QR&O 34 is foundational to generating any definitive policy on reserve medical care. The amendment is currently with the National Defence Regulations Section.</p> <p>Decision brief to Surgeon-General to select course of action for Reserve Medical Assessment Tool (RMAT) trial – June 2016</p> <p>Resolution of legal issues (medical assessments = medical</p>	<p>MPC</p> <p>CF H Svcs Gp Point of Contact: Dr. M. Lorenzen, National Manager Professional Affairs and Clinical Quality</p> <p>Col M. Bilodeau, D Med Pol; or Col K. Stevens, D HS Res,</p>

		<p>2015);</p> <ul style="list-style-type: none"> - Updating the Queen’s Regulations and Orders, Chapter 34, Section 2 (Medical Care of Officers and Non-commissioned Members), currently with the National Defence Regulations Section for amendment drafting, with estimated anticipated approval six months after Section work is complete. In 2009, Health Services Group Headquarters published interim guidance on entitlement to health care for Reserve Force personnel. This was also communicated to members in correspondence dated 2011 from the Vice Chief of the Defence Staff, along with an accompanying guide. Annual reminders are issued to health care providers with regard to entitlement rules; - Assessing courses of action proposed in the joint Canadian Forces Ombudsman/Health Services Group study, “The Feasibility of Providing Periodic Health Assessments to All Primary Reservists” (June 2015) and other potential tools to determine medical fitness and conduct periodic health assessments, through a Reserve Medical Readiness Working Group. It is anticipated that alternatives will 		<p>Assessment tool. The trial will be conducted, first in parallel and ultimately, in conjunction, with the ongoing Medical Assessment review for all Canadian Armed Forces members being conducted by Director Medical Policy (D Med Pol).</p> <p>The trial completion date is expected to be September 2017.</p>	<p>care thereby engaging QR&O 34 and 34.16 specifically). Currently with Deputy Judge Advocate General/Military Personnel (DJAG Mil Pers) to provide opinion – 16 May – 15 June 2016</p> <p>*****</p> <p>The following milestones are based on receiving legal concurrence by mid-June 2016. Any delays in the process may impact these dates.</p> <p>Prepare trial plan, conduct trial of assessment tool – June - December 2016</p> <p>Trial analysis, tool updates, development/roll-out of implementation and communication plan, information briefs – January – December 2017</p> <p>Assessment tool full roll-out – January 2018</p>	<p>CFLA - LCdr C.J. Deschênes, Legal Officer / Directorate of Law, Military Personnel</p> <p>Col K. Stevens, D HS Res</p> <p>Col K. Stevens, D HS Res</p> <p>Col K. Stevens, D HS Res</p>
--	--	---	--	---	---	---

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

		be developed by August 2016 and implemented in the fall of 2016.				
Para 5.70	<p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should ensure that it has up-to-date information on whether Army Reserve soldiers are prepared for deployment. This information should include civilian qualifications held by Army Reserve soldiers.</p>	<p>Agreed. Work is ongoing through the Military Personnel Management Capability Transformation project to maintain all Reserve Force personnel readiness using the future military personnel management tool, <i>Guardian</i>. As part of the project, investigation and analysis will take into account the possibility of including civilian qualifications.</p> <p>The Canadian Army will make every effort to utilize existing human resource systems to keep data up to date in relation to readiness.</p>	<p>Readiness Information: <i>Guardian</i>, the new military Human Resource Management System will incorporate the personal readiness and availability data for all military personnel, including Reserve soldiers and be available for managers and commanders to support operational decision making. <i>Guardian</i> will allow members and supervisors increased ability to update the information in order for this information to remain relevant using self-service capabilities.</p> <p>Civilian Qualification Data Bank: <i>Guardian</i> will incorporate the ability for all military personnel, including Reserve soldiers, to include in their Service Record civilian qualifications and a means to query and extract the information for decision making by commanders using self-service capabilities.</p>	<p>31 January 2022</p> <p>31 January 2022</p>	<p>Guardian Release 1 – May 2017 (Excludes availability and self-service capabilities)</p> <p>Guardian Release 1 – May 2017 (Excludes self-service capability)</p>	<p>MPC</p> <p>BGen J.S. Sirois MPMCT Project Leader</p>
Para 5.80	<p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should ensure that budgeted annual funding for Army Reserve units is consistent with</p>	<p>Agreed. The Canadian Army assigns resources to ensure that all mandated tasks are funded. We will monitor whether these tasks are consistent with the results expected of them.</p>	<p>The Canadian Army has commenced a review of the Army Reserve Funding Model and will have it implemented for 1 April 2017.</p>	<p>31 March 2017</p>	<p>Working Groups conducted on requirement March/April 2016</p> <p>Data gathering from Division/CB G level completed by June 2016</p> <p>New Model development aligned to outcomes by September 2016</p>	<p>Comd CA</p> <p>Col R.M. Foster Dir Army Reserve</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

<p>Para 5.84</p>	<p>expected results.</p> <p><i>Sustainability of Army Reserve units</i></p> <p>National Defence should complete planned changes to the way it reports its annual budgets and the expenses of the Army Reserve, so that National Defence can link assigned funding to expected results.</p>	<p>Agreed. National Defence utilizes a financial reporting structure to record how much is allocated to and expended by the Primary Reserves. Commencing 9 February 2016, expenditures related to the Reserve Program were incorporated in the financial reports briefed to senior management. This approach will provide greater visibility on funding and expenditures, and will support enhanced reporting and performance measurement.</p>	<p>A Corporate Fund structure is implemented to capture how much funding is allocated to, and spent by Reserve Forces (i.e., Army, Navy, Air Force, etc.) for wages and operations and maintenance (O&M).</p> <p>Funding and expenditures for the Primary Reserves are reported to the Investment and Resource Management Committee on a quarterly basis via a dashboard.</p> <p>Funding and expenditures against the C127 Fund for the Primary Reserves will be reported monthly in the FY 2016/17 Departmental FinStat and this information is distributed across the DND/CAF Comptroller community.</p>	<p>The Corporate Fund C127 was implemented in DND/CAF for the start of FY 2016/17.</p> <p>This change was implemented in February 2016.</p> <p>To be included in the DND FinStat starting with the Period 3 report to be issued by mid-July 2016.</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>ADM(Fin)/CFO</p> <p>Capt(N) C.S. Corrigan Director Budget</p>
<p>Para 5.96</p>	<p><i>Training of Army Reserve soldiers</i></p> <p>National Defence should work with departments and agencies that have responsibility under the <i>Canada Labour Code</i> and the <i>Reserve Forces Training Leave Regulations</i> to consider</p>	<p>Agreed. National Defence will consult with the Public Service Commission of Canada and other applicable agencies to determine whether changes to federal job protection legislation can be justified.</p>	<p>Provide a recommended way forward to DND partners to incorporate and synchronize provisions within the <i>Canada Labour Code</i> and the <i>Reserve Forces Training Leave Regulations</i> that would specifically encompass coverage of absences to attend occupational skills training into the Code and the Regulations.</p>	<p>15 February 2017</p>	<p>Canadian Forces Liaison Council (CFLC) and Canadian Forces Legal Advisor (CFLA) conduct initial consultations with Department of Justice and the Public Service Alliance of Canada (PSAC) to determine whether previous work on the file remains valid in scope and context, and to determine the range of feasible measures to support recommendations</p>	<p>VCDS</p> <p>Chief Reserves and Cadets/CFLC</p> <p>Col D.L. Cheff, ED, CFLC</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

	including coverage of absences to attend all types of occupational skills training into the Code and the Regulations.				<p>– 15 August 2016</p> <p>Internal consultations with Reserve Environments and other CAF stakeholders – 15 September to 1 November 2016</p> <p>CFLC / CFLA initial report to VCDS (to include feasibility assessment, cost/benefit analysis) – 15 November 2016</p> <p>Final report to VCDS – 15 January 2017</p>	
Para 5.98	<p><i>Training of Army Reserve soldiers</i></p> <p>National Defence should consider amendments to its proposed Compensation for Employers of Reservists Program to include absences for all occupational skills training of Army Reserve soldiers.</p>	<p>Agreed. Only once the original program is fully implemented and institutionalized will National Defence undertake an evidence-based feasibility study on the expansion of the Compensation for Employers of Reservists Program to include leave for occupational and career training courses, including associated training activities required for career progression.</p>	<p>Conduct an evidence-based feasibility study, with recommendations as to whether the Compensation for Employers of Reservists Program should be expanded to include absences for occupational skills training of all Primary Reserve and Canadian Ranger personnel. The study will consider: whether extant administrative tools or processes are available to manage such a complex program, the human and financial resources required to manage an expanded Compensation for Employers of Reservists Program, and the design options that would be required to re-profile the program (should no existing systems exist).</p>	15 February 2017	<p>CFLC begins two-month internal consultation process to engage senior reserve leadership, as well as applicable Reserve training authorities to determine a problem definition – 15 August 2016</p> <p>Draft feasibility study submitted to VCDS – 15 November 2016</p> <p>Final report to VCDS – 15 November 2016</p>	<p>VCDS</p> <p>Chief Reserves and Cadets/CFLC</p> <p>Col D.L. Cheff, ED, CFLC</p>
Para 5.106	<p><i>Training of Army Reserve soldiers</i></p> <p>National Defence</p>	<p>Agreed. The Canadian Army already provides sufficient detail to ensure that Army Reserve soldiers are trained to the level required for</p>	<p>The Canadian Army will provide training to ensure Army Reserve soldiers are ready for expeditionary</p>	31 March 2017	<p>Introduction of <i>Mission: Ready</i>, which is the Canadian Army Integrated Performance Strategy</p>	<p>Comd CA</p> <p>Col D.J. Lambert</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
 Report 5: Canadian Army Reserve - National Defence

	<p>needs to ensure that training of Army Reserve soldiers for international deployments addresses all known gaps in individual occupational skills training.</p>	<p>employment on domestic and international missions. The Army ensures that Reserve soldiers are trained to their occupational function point within their trade and that continuation training is provided annually to enable those soldiers to operate in platoon- and company-level operations. Gaps or deficiencies in skills are identified during the pre-deployment training phase, and the designated Commanders assess and determine how those gaps will be rectified (through individual training courses or collective level training at the deploying unit level). Once deployed, whether Regular or Reserve, the unit will conduct refresher or continuation training to ensure skill proficiency is maintained. If a new task or piece of equipment is identified, the deployed unit Commander will provide the level of training as required. The Canadian Army will ensure the training records of individual soldiers are kept up to date and will continue to explore ways to minimize all known skill gaps.</p>	<p>operations.</p>		<p>(CAIPS). <i>Mission: Ready</i> focuses on providing all CA soldiers with the tools needed to enhance their performance across all fitness domains, thus increasing both their personal resilience and the Army's readiness for operations. The <i>Mission: Ready</i> website can be found online at strongproudready.ca.</p> <p>Clearly articulate collective training requirements by Battle Task Standard for Army Reserve sub-sub-units (platoons) and sections – Fall 2016.</p> <p>Assign to the Army Reserve specific tasks, equipment and associated training objectives for employment in expeditionary operations– Spring 2017.</p> <p>Introduce new Fitness programme (FORCE COMBAT) – April 2017.</p> <p>Articulate Training guidance for Army Reserve in Op Plan 17/18 – 1 April 2017.</p>	<p>Chief of Staff Canadian Army Doctrine Training Centre</p>
<p>Para 5.119</p>	<p><i>Training of Army Reserve soldiers</i></p>	<p>Agreed. The Canadian Army is taking the necessary steps to develop opportunities for stronger integration</p>	<p>Improved Reserve and Regular force integration within the Army Collective Training framework, thus enhancing</p>	<p>31 March 2018</p>	<p>Insert draft concept of Reserve integration into Army Op Plan 17/18 - 1 April 2017.</p>	<p>Comd CA Col D.J. Lambert</p>

Spring 2016 Report of the Auditor General of Canada (Tabled on 3 May 2016)
Report 5: Canadian Army Reserve - National Defence

	<p>National Defence should improve the collective training and integration of Army Reserve units with their Regular Army counterparts so that they are better prepared to support deployments.</p>	<p>between the Regular Army and the Reserve Force.</p>	<p>the CA readiness for domestic and expeditionary operations.</p>		<p>Review Maple Resolve 17's lessons learned in terms of 4 Division's Op REINFORCEMENT trial to determine an effective and sustainable way ahead for Reserve Integration with the Regular Force –Fall 2017 with a view to implement starting 1 April 2018.</p>	<p>Chief of Staff Canadian Army Doctrine Training Centre</p>
--	--	--	--	--	--	---