

Fall 2017 Report of the Auditor General of Canada (Tabled on 21 Nov 2017)
Report 6: Royal Military College of Canada

DETAILED ACTION PLAN FOR OFFICE OF THE AUDITOR GENERAL REPORT RECOMMENDATIONS

Para	Office of the Auditor General Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization
25	National Defence should clearly define and strengthen its military training of Officer Cadets at the Royal Military College of Canada so that the training is relevant and practical, and provides value to operational units. The Royal Military College of Canada should then integrate the improved military training with the academic education of Officer Cadets.	National Defence agrees with this recommendation. This finding is consistent with the Canadian Armed Forces (CAF) Royal Military College of Canada (RMC) Special Staff Assistance Visit (report. National Defence has already begun work in this area with a view to ensuring the appropriate balance between academic and military training.	<p>A review of the entire complement of military training activities, including leadership and ethics, delivered to Naval/Officer Cadets (N/OCdt) throughout the academic year and summer training period will be undertaken with the aim of increasing the types and number of training activities that are relevant, practical and provides value to operational units, ensuring a reasonable balance between academic and military training.</p> <p>While RMC conducts regular reviews as part of its quality control cycle, this ongoing work will focus on determining the optimum balance between academic and military training. Adjustments will be made to all four pillars (academics, military training, physical fitness and bilingualism) as required. This review will include consultation with the CAF leadership to ensure the elements across the entire Regular Officer Training Plan (ROTP) programme are meeting the needs of the future officer corps. Furthermore, this review will be informed by the ongoing work to implement the 90 recommendations resulting from the SSAV and direction from the Chief of Defence Staff (CDS) to the Canadian Defence Academy (CDA). As of 9 February 2018, 53% of the recommendations have been completed.</p>	1 August 2019	<p>Quarterly reports on the SSAV implementation are being sent to the Chief of the Defence Staff (CDS).</p> <p>An interim report on the review of the balance between academic and military training, including any adjustments made to the four pillars, will be completed by 30 September 2018.</p> <p>This will allow one year to complete the review, based on one full cycle of academic and summer training, until summer 2018, with one full year to implement any resulting changes for the new cohort arriving August 2019.</p>	Canadian Defence Academy (CDA)

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			Defence analytics methodologies will be used to support performance measurement and alignment with the Departmental Results Framework.			
44	National Defence should explore ways to reduce the Royal Military College of Canada's operating cost per student and consider reducing the number of programs offered.	National Defence agrees with this recommendation. National Defence recognizes and accepts that there is a premium associated with producing a RMC graduate. Our preliminary comparison with other allied military institutions indicates that the costs per student are similar to, or less than, those of allied military educational institutions. We agree that additional and continual review and analysis is required. The SSAV report recommended targeted investment in key areas. Through further analysis	<p>1. We will conduct a review and analysis to confirm whether the cost per student of operating RMC is reasonable, compared to similar Allied military institutions. We will also develop a cost model that enables RMC to be compared with other Canadian academic institutions of similar size, adjusted for scope.</p> <p>The review will include but not be limited to the following:</p> <p>Report 1 – Verify RMC operating cost per student.</p> <p>Report 2 – Comparison of RMC verified operating cost per student to similar Allied Service Academies.</p> <p>Report 3 – Comparison of RMC verified operating costs per student with up to three Canadian universities of similar size, adjusted for scope.</p> <p>2. National Defence will also review and validate the costs per ROTP student, with the aim of making the institution as cost effective as possible, given its assigned mandate and outcomes.</p>	15 July 2019	<p>Complete an interim report of the proposed three analyses, including any others subsequently identified, by 31 December 2018.</p> <p>Completion date of 15 July 2019 represents the completion of the reviews and analyses and availability of the final report.</p> <p>Timelines for follow-on implementation projects, if required, will be confirmed by 15 July 2019.</p>	Assistant Deputy Minister (Finance)/ Chief Financial Officer CDA
				15 July 2019	The results of this review on the number of academic programmes, in conjunction with the draft report on the proposed three analyses will be completed by 31 December 2018 (see action plan #1 under recommendation paragraph 44).	CDA

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		we will assess the cost structure at RMC to ensure it is appropriate given its mandate as a military academic institution.	3. National Defence will review the number of academic programmes with the view to reducing costs per student.	15 July 2019	The results of this review on the number of academic programmes, in conjunction with the draft report on the proposed three analyses will be completed by 31 December 2018 (see action plan #1 under recommendation paragraph 44).	CDA
59	National Defence should demonstrate and ensure that the higher standards of the Regular Officer Training Plan at the Royal Military College of Canada are required, that they result in better qualified officers, and that the cost is reasonable.	National Defence agrees with this recommendation. Our goal will be to demonstrate that through the value of the RMC program, there is greater certainty that the graduates of the programme are fully ready for commissioning and final officer training within an appropriate cost structure.	We will conduct a detailed analysis on Military College graduation and career development to demonstrate the value of the ROTP at RMC. This analysis will emphasize the comparison of costs between RMC and our Allies' Service Academies.	15 July 2019	An interim report on the results of an in-depth analysis on the effectiveness of the ROTP programme at RMC, including factors such as graduation, retention, career development and progression rates, for senior CAF Officers (Major/Lieutenant Commander to General/Admiral) will be prepared by 31 December 2018. The report will be finalized by 15 July 2019.	Military Personnel Command CDA
72	National Defence should clearly define the role of the Commandant as the executive authority for day-to-day operations and long-term planning	National Defence agrees with this recommendation. This finding is consistent with the CAF RMC Senior Staff Assistance Visit (SSAV) report and	1. The CDS has directed that the length of command tour for the Commandant will be three years, commencing with the current Commandant, in order to allow strategic continuity and management of the leadership and programmes within the unique and complex nature of the Canadian Military Colleges (CMC).	Completed - 1 July 2017		

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	of all aspects of the Royal Military College of Canada`s operations, particularly the ability to oversee and integrate military training and academic programs.	National Defence intends to review the governance of RMC.	<p>We will conduct a detailed analysis of the governance framework.</p> <p>The SSAV Report had already identified the need for a review of the CMC Academic Governance Framework, including an update of the Queen`s Regulations and Orders (QR&O) for the Canadian Military Colleges and a review of the Ministerial Directive for the Principal. The way forward must also consider efforts of the respective CMCs Board of Governors concerning their roles and functions.</p>	31 August 2020	<p>Issue interim reports 31 August 2018 and 31 August 2019 and a final report by 31 August 2020.</p> <p>Milestones will be dependent on time required to achieve necessary QR&O amendments.</p>	CDA
			<p>The SSAV Report identified the need for a review of the CDA and Military Personnel Generation (MPG) structure. The CDS subsequently directed that:</p> <p>a. The CDA commander will have the powers of an officer commanding a command and will report directly to him as a Special Advisor;</p> <p>b. CDA will be assigned to the Vice Chief of the Defence Staff for administration purposes;</p> <p>c. the span of control will be reduced to allow more focus for the two new Formation Commanders and their staff; and</p> <p>d. The CDA formation will be composed of the subordinate units of:</p> <p>(1) the Canadian Forces College;</p> <p>(2) the Royal Military College of Canada; and</p>	1 September 2019	<p>The draft CDS Initiating Directive for the reorganization of CDA and MPG has been completed. The Master Implementation Plan for the changes is being drafted. Interim Operational Capability is expected to be completed no later than 1 April 2018. Final Operational Capability is expected to be completed no later than 1 September 2019.</p>	CDA

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			<p align="center">(3) the Royal Military College Saint-Jean (RMC Saint-Jean).</p> <p>This action will allow the CDS to monitor and influence the CMCs. Staff preparations are underway to implement the CDS' direction.</p> <p>We are planning the changes to how the two formations will operate as early as spring 2018.</p>			
92	The Royal Military College of Canada should ensure that before senior Officer Cadets are appointed to leadership positions, they demonstrate high standards of conduct and ethical behaviour.	National Defence agrees with this recommendation. It is important to note that the appointment to leadership positions are developmental opportunities. Consistent with the CAF RMC SSAV report recommendations, National Defence has invested in leaders and mentors to guide the Officer Cadets through their leader development, with the goal that they adhere to the highest standards of conduct and ethical behaviour.	<p>The process for selecting officer cadets for senior leadership positions has been revised to include the following, as of 1 September 2017:</p> <ul style="list-style-type: none"> a. CMCs have established new criteria for Bar position (leadership position) selection, which shall be used for the selection of bar/leadership positions from January 2018 onwards; b. the minimum standard in leadership will be for N/OCdts to fulfill and succeed in a recognized leadership position (e.g. bar/leadership position or equivalent) during his/her tenure at the Colleges; c. Selection for senior leadership positions will be made by the Training Wing Command Staff; d. Merit-based selection; and 	Completed - 31 January 2018		CDA

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			<p>e. The Commandant will approve the entire slate of leadership positions.</p> <p>Personnel resource investments have been made to provide experienced leaders and mentors at RMC. These include the Director of Cadets and Training Wing staff. Each bar/leadership position and each position of responsibility has a dedicated mentor who is a member of the CAF/Department of National Defence.</p>			
95	The Royal Military College of Canada should ensure that military training staff have the proper skills and training they need to develop leadership skills among Officer Cadets.	National Defence agrees with this recommendation. Consistent with the CAF RMC SSAV report recommendations, National Defence has and will continue to implement measures to ensure that this happens. It has already increased the ranks for supervising military staff to ensure they have the required level of competency and experience. It has also revitalized its staff orientation and training programme.	<p>Personnel resource investments have been made to provide additional leaders and mentors at RMC. These include personnel posted into the positions of Director of Cadets and Training Wing Sergeant-Major who are at higher ranks and with more experience, compared to their predecessors. As well, an additional 15 Divisional and Squadron Non-Commissioned Member (NCM) positions at higher ranks and with more experience will be phased in over the next three years as current incumbents are posted out. As well, revised Terms of Reference have been developed for Divisional and Squadron Commanders, as well as for Training senior NCMs.</p> <p>We have made the changes to the organization and establishment to allow future personnel postings that will reflect the higher ranks required. These changes will be made as current incumbents are posted out.</p> <p>New selection criteria for Cadet Wing Training staff has been established. These include second language</p>	31 August 2020	<p>Issue updates on personnel postings on 31 August 2018 and 31 August 2019. Changes should be fully implemented by 31 August 2020.</p> <p>Measures to assess the ongoing effectiveness of changes will also be put in place by this date to determine if the desired result is being achieved.</p>	CDA
				Completed - 30 November 2017		CDA

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			<p>requirements, diversity, and previous command experience at appropriate level, suitable points awarded at selection and promotion boards. This will ensure that personnel designated for these positions possess the necessary competencies, motivation and experience required to do the job.</p> <p>Various best practices for staff well-being are being examined. This includes an increase in staffing, staff orientation and training (both refresher and for newly posted in personnel), as well as better synchronization of all campus activities, in order to contribute to improving staff well-being.</p> <p>We are reviewing best practices and other ways to improve the work environment and well-being for our staff.</p>	1 August 2018	<p>An initial report, completed in February 2018 and outlining key changes as part of the required RMC SSAV reporting, included an update on these actions pertaining to the Office of the Auditor General of Canada report. This was to allow sufficient time to implement items that can be completed in time for the arrival of new staff in the summer of 2018. Implementation of all required changes will be completed and reported by 1 August 2018.</p>	CDA