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Issue 2/06
22 February 2006

Canadian Forces Personnel Newsletter

Preparing you and yours for postings outside Canada

From Director Quality of Life 2 – Initiatives Team responsible for CF screening policies

ill my son be able to continue with his orthodontic treatment when we're posted overseas? Will my daughter be able to fully participate in all programs at the local school? Will my spouse be able to pursue her professional development?

These are the sorts of questions Canadian Forces (CF) personnel often have while getting ready for a posting. Knowing the answers allows you and your family to make an informed decision to accept the posting, and your commanding officer (CO) to know that everyone in the unit is fully prepared. The new screening policy for personnel posted out of Canada (OUTCAN) or to isolated units will help to ensure that you and your family are aware of and as prepared as possible for difficulties or restrictions that might exist in your new location.

This policy addresses the Forces' concern that an increasing number of personnel were being deployed to operational theatres with their OUTCAN units without having undergone any pre-deployment screening of the sort that is now required for all similar Deputy Chief of the Defence Staff (DCDS) deployments. It ensures that you and your family members are aware that some host countries do not recognize some aspects of Canadian laws and regulations, something that could cause problems for you and your family. As well, the policy covers postings to isolated locations that may have their own unique concerns of which you and yours must

be aware. Ultimately, the policy will help you and your family to enjoy all of the unique benefits that such a posting offers.

In Active Posting Season 2006, all personnel being screened for either an OUTCAN or Isolated Unit Posting will complete:

- the CF Personnel Readiness Verification (PRV) process, which comprises Part 1 - Annual Screening; Part Two – Environmental Chiefs of Staff/Military Occupational Specification Identification (ECS/MOSID) (if required); and Part Three – Mission Specific (located in the Human Resources Management System PRV module), less those items identified for exclusion in the screening message; and
- the "Outside Canada/Isolated Unit Posting Checklist" [located on the Directorate of Quality of Life (DQOL) website], less those items identified for exclusion in the screening message.

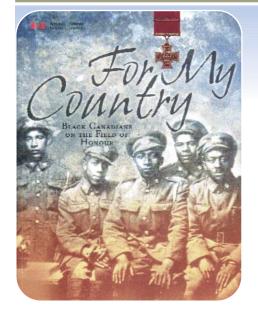
As Chair of the Screening and Reintegration Working Group, DQOL worked to standardize the various screening processes CF personnel must undergo before they deploy. Earlier in 2005, that work culminated in a policy covering pre-deployment

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SGT FRANK HUDEC, COMBAT CAMERA

MALSI PAIN, PAKISTAN—Fatima, the first baby born at the CF Disaster Assistance Response Team (DART) field hospital in Garhi Dopatta, Pakistan, is all smiles after her at-home check-up by members of the (enraptured) DART medical team. The new OUTCAN and Isolated Unit screening policy, coupled with the screening and reintegration policy for DCDS deployments and postings to HTUs and HTPs announced earlier this year, ensure that CF personnel are prepared for whatever comes along.



Black History Month

Last fall, when the Prime Minister announced that Mme Michaëlle Jean would serve as Canada's next Governor General and Commander-in-Chief of the Canadian Forces (CF), I was both surprised and happy - finally, a black person would fill this most important position. I thought this was the first time a Black Canadian was given such recognition. I was wrong. Although Her Excellency is the first Black Canadian to hold this position, she is not the first to play a very important role within the government

Mathieu Da Costa was known to speak these languages. It is believed that Samuel De Champlain may have used Mathieu Da Costa's services when he explored the St. Lawrence River and the Great Lakes.

Another black person of prominence in the history of Canadian government is Sir James Douglas, the Father of British Columbia. Born in Demerara, British Guiana in 1803, he and his family moved to the future Canada when he was a child. He started working for the North West Company as a 16-year-old apprentice. When that company merged with the Hudson's Bay Company, he carried on to hold several important and high-profile jobs. In 1843, Sir James oversaw the construction of Fort Victoria, at the southern tip of what is now Vancouver Island, and in 1858 he was inaugurated as governor of British Columbia. The Honourable Lincoln Alexander, PC, QC, was born in Toronto in 1922 to West Indian immigrant parents. He served as a radio operator in the RCAF during the Second World War, and earned a degree

William Edward Hall, VC

a free man thanks to the navy, and he devoted almost 50 years of his life repaying that debt.

African parents were freed from a slave ship by the Royal Navy, and settled in Nova Scotia. William Edward was born on He served in the U.S. Navy for 18 months, and joined the Royal Navy (RN) Crimea Medals of both Great Britain and Turkey for his service in the Crimean War. reasons unknown, but rejoined the RN after six months. His punishment for deserting is not known, but he probably forfeited his decorations for a time. Able Seaman Hall went on to serve

By Maj Robert Soucy, CF Desk **Officer, Visible Minorities**

Ithough Black History Month is celebrated in many countries around the world, including Canada, it's not included in most Canadian calendars. We seem to be aware of this month only in large cities with large Black Canadian populations.

of Canada or in the course of Canadian history.

Although there is very little information about Mathieu Da Costa, and research is ongoing, he is believed to have been the first black person in what would become Canada. In the 17th century, during the very early days of the New World, his services as a translator were very much in demand. It's reported that he acted in this capacity between the Aboriginal peoples and Dutch, Spanish and French fur traders in what is now Nova Scotia. It is not known if he spoke the European languages, but much of the commerce of the day was conducted in pidgins and creoles and

in Her Majesty's Ship Shannon, and

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National Défense Defence nationale

Canada

Official QR&O are pdfs

s of January, the only official version of Queen's Regulations and Orders (QR&O) is the online portable document format (pdf) version found at www. admfincs.forces.gc.ca/gr_o/ intro_e.asp or at http://admfincs. mil.ca/qr_o/intro_e.asp.

While you are still able to access a hypertext markup language (html) version of QR&O on these sites for general information and reference purposes, the html version, whether online or printed out, is not considered to be the official version.

As well, any pdf version that you print from these sites is considered official only at the time you print it. Your commanding officer (CO)

will ensure that you have reasonable

HMCS Cornwallis/

CFB Cornwallis

access to one of these Defence sites. If that reasonable access is not possible, then your CO will ensure that all QR&O amendments are printed out for viewing. you to view.

- Consult Canadian Forces General Message (CANFORGEN) 001/06 and references at http:// vcds.dwan.dnd.ca/vcdsexec/pubs/canforgen/intro_e.as p for more information.
- Contact Ms Micheline Gauthier, Manager Corporate Submissions, **Directorate Management Policy** Development, at Gauthier.MF@ forces.gc.ca or at (613) 944-7972 if you have any questions. •

REUNION

CORNWALLIS

Postings outside Canada - from page 1

screening and post-deployment reintegration for personnel on DCDS deployments; posted to High-Tempo Units (HTUs) such as CF Joint Operations Group (CFJOG), CF Joint Support Group (CFJSG), 4 CF Movement Control Unit (4 CFMCU), 3 Canadian Support Group (3 CSG), and Disaster Assistance Response Team (DART); or posted to High-Tempo Positions (HTPs), primarily at NDHO.

Now, DQOL, DCDS, Director Military Careers (D Mil C), Directorate of Compensation Benefits Administration (DCBA)/ Dependent Education Management and Canadian Forces Health Services Group (CF H Svcs Gp) have developed the screening policy for OUTCAN and Isolated Unit Posting. In addition to standardizing the various checklists being used across the CF, the new policy requires that losing unit and gaining unit COs must review your file, identify any concerns that may affect the posting, sign-off on the posting, and then submit the file to D Mil C for approval of the

posting and release of the posting message. If you are a member of the Reserve Force, the approving authority is your group/area HQ.

- For information about the screening \geq policy for OUTCAN and Isolated Unit Postings, read Canadian Forces General Message (CANFORGEN) 177/05 at http://vcds.dwan.dnd.ca/vcds-exec/ pubs/canforgen/2005/intro_e.asp.
- Find the "Outside Canada/Isolated Unit Posting Checklist" at www.forces.gc. ca/hr/qol/engraph/home_e.asp or at http://hr.dwan.dnd.ca/gol/engraph/ home_e.asp, or telephone (613) 996-1919.
- For information about policy covering pre-deployment screening and postdeployment reintegration for DCDS deployments and postings to HTUs and HTPs, read CANFORGEN 118/05 at http://vcds.dwan.dnd.ca/vcds-exec/ pubs/canforgen/2005/intro_e.asp, consult http://dcds.mil.ca/outcan/, and visit www.forces.gc.ca/hr/cfpn/ engraph/7_05/7_05_dqol_screeningreint_e.asp. +



C Black History Month - from page 1

from McMaster University after the war. In 1965, he became Canada's first black Member of Parliament. He served as Minister of Labour from 1979 to 1985, when he was appointed Lieutenant Governor of Ontario, the first Black Canadian to hold that title. He served for six years, and was appointed both as a

William Edward Hall - from page 1

the naval brigade, joined by army regulars, fought ferociously to free British soldiers

and his wounded commander, Lieutenant Thomas Young, continued firing their gun allowing the infantry to enter. The British forces freed their compatriots and battled

For his part in the action, AB Hall was awarded the Victoria Cross, and received

HMS *Donnegal*, his posting after *Shannon*. After a distinguished career in the RN, William Edward Hall, VC, retired 1876. He returned to Nova Scotia and farmed at Avonport till his death in 1906. A Companion in the Order of Canada, and to the Order of Ontario.

Black Canadians have been part of our society and have served it well since before we were Canada, Today, Black Canadians continue to serve in government and in the Canadian Forces, working tirelessly and sacrificing much sometimes all - for the betterment of all Canadians. +

VC, and many other Black Canadians on book by Dennis McLaughlin and Leslie McLaughlin. For information, telephone and Diversity (DHRD) AO, at 996-8057 or email Maj Robert Soucy at Soucy.RJ2@ forces.gc.ca. *For My Country* is available

- unit comprising Black Canadians: > read The Black Battalion Canada's Best Kept Military Secret, a book by Senator Calvin Ruck; and view Honour Before Glory, a film by
 - Mr. Anthony Sherwood.

If you are one of the more than 500 000 Forces personnel and civilians who trained and worked at Her Majesty's Canadian Ship Cornwallis/Canadian Forces Base Cornwallis, get out your photo albums and memorabilia - you're having a reunion.

The Cornwallis Reunion Association has big plans for the weekend of August 25 to 27 in Cornwallis, N.S., and wants you to join in the memories, the remembrance and the tall tales

REUNION

For more information:

- Telephone (902) 638-3434
- FAX (902) 638-3101
- Þ Email cornwallisreunion@fundymail.ca For information and a downloadable

registration form, visit www.cornwallisreunion.ca. Register early - we are limited to 800. +

infobit

For the latest news and updates from Canadian Forces Health Services Group, read Bulletin at www.forces.gc.ca/health/news_pubs/ engraph/bulletins_home_e.asp or at http://hr.ottawa-hull.mil.ca/health/ news_pubs/engraph/bulletins_home_e.asp.

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Canadian Forces Personnel Newsletter

Visit www.forces.gc.ca/hr/cfpn and click on "Supplement" for news and information not available in the print edition.

Canadian Forces Personnel Newsletter



Resources - Military) [ADM(HR-Mil)]

I f you are a member of the Canadian Forces (CF) and live in the province of Quebec, you are no longer receiving employment insurance (EI) benefits for maternity, paternity and parental leave through the federal EI program. Instead, as of January 1, 2006, the Government of Quebec is administering your maternity, paternity and parental leave benefits through its Quebec Parental Insurance Plan (QPIP).

If you are a member of the CF, are a resident of the province of Quebec and were receiving federal EI maternity and/or parental benefits before January 1, your benefits will not be converted to QPIP benefits. If, however, you had a baby or adopted a baby or child on or after January 1, you are not eligible to claim federal EI maternity and parental benefits, but you are eligible to claim QPIP maternity, paternity and parental benefits.

Quebec administers maternity, parental benefits for resident CF personnel

CF personnel who reside anywhere other than the province of Quebec have not been and will not be affected by this change.

Key elements of the QPIP:

• The maximum insurable earnings is higher, up to \$820 per week.

There is no two-week waiting period.

You have a choice between basic and special plans
 the income replacement rate is lower under the basic plan, but the benefit period is longer.

- Maternity benefits cover up to 18 weeks.
- Paternity benefits covering up to five weeks are available to fathers, and are not transferable to mothers.
- Parental benefits cover up to 37 weeks.

Pay

If you are a member of the Forces and live in Quebec, the federal government has reduced your EI premium. As of January 1, you pay the GPIP and reduced EI premium listed in Table 1.

Leave

Existing regulations on maternity and parental leave continue to apply.

Read Canadian Forces General Message (CANFORGEN) 201/05 and references at http://vcds.dwan.dnd.ca/ vcds-exec/pubs/canforgen/2005/intro_e.asp.

- Consult Compensation and Benefit Instruction (CBI)
 205.461 at http://hr.dwan.dnd.ca/dgcb/cbi/engraph/
 home_e.asp.
- Explore the Québec Parental Insurance Plan at www.rqap.gouv.qc.ca/index_en.asp. For an estimate of the actual benefits you may be entitled to, try the benefit calculator.
- Direct allowance policy questions to Chief Petty Officer, 1st Class Jacques Montpetit at (613) 995-5348 or at Montpetit.JP@forces.gc.ca.
- Direct leave policy questions to Lieutenant-Commander Glen McIntyre at (613) 995-1915 or at McIntyre.GE@forces.gc.ca.
- Direct pay administration questions to Major Terry Verlinden at (613) 995-2990 or at Verlinden.TC@ forces.gc.ca. •

Table 1

EI/QPIP TYPE	PERCENTAGE PAID	YEARLY MAXIMUM PAYABLE
EI full	1.87	\$729.30
EI reduced	1.53	\$596.70
QPIP	0.416	\$237.12

EI MAXIMUM INSURABLE EARNING REMAINS AT \$39 000

QPIP MAXIMUM INSURABLE EARNING IS \$57 000

Honours, awards and appointments

Honours and awards

Governor General Michaëlle Jean is pleased to announce the following National honours:

Meritorious Service Cross:

Major-General Walter Natynczyk, for outstanding professionalism as deputy commanding general of the Multi-national Corps in *Operation* (*Op*) *IRAQI FREEDOM*; January 2004 to January 2005.

Brigadier-General Jocelyn Lacroix, for outstanding performance as commander of the Kabul Multi-national Brigade in *Op ATHENA*; January to September 2004.

CF Awards

Chief of the Defence Staff (CDS) General Rick Hillier is pleased to announce the following Canadian Forces (CF) awards:

CDS commendation:

Capt C.E. Gibbard, for outstanding leadership as chair of the Operations and Training Task Team for the NATO Distributed Simulation *Exercise FIRST WAVE*; September 2002 to January 2005.

Capt Dino-Martin Laplante, for exemplary professionalism as the training development officer in *Op SCULPTURE*; December 2004 to June 2005.

Remembering Lieutenant-General Christian Couture



Learned of the recent tragic passing of Lieutenant-General (Retired) Christian Couture, former Assistant Deputy Minister (Human Resources – Military) [ADM(HR-Mil)]. *Military Members Compensation Act*, establishing Canadian Forces Accidental Dismem-berment insurance coverage for all ranks below General/Flag Officers, was passed on his watch, as was Bill C-37 (an *Act to amend the Canadian Forces Superannuation Act*), improving pension arrangements for Regular Force personnel and providing full-time Reservists who serve for extended periods with the same pension coverage as their Regular Force counterparts.

LGen Couture took great pride in serving as the Champion for Aboriginal People of DND/CF. He invested much time and effort encouraging and supporting Aboriginal personnel and civilian employees, and building relations with Aboriginal communities.

While a recounting of LGen Couture's achievements during his time as ADM(HR-MI) could fill this page, it would not fully illustrate his deep affection for the people of the CF, nor would it reveal the respect and affection so many of us held for him in our hearts.

Colonel B.W. MacLeod, for outstanding professionalism as chief of staff of the United Nations Stabilization Mission in Haiti; May 2004 to January 2005.

Meritorious Service Medal:

Captain (Navy) W.R.E. Goodfellow, for outstanding leadership as a founding member and chair of the Military Judges Selection Committee; as of 2000.

Capt Marc Whitehead, Sergeant Perry Collins and **Sgt Ashley Millham**, for exemplary leadership demonstrated when they responded to an attack on a Canadian embassy vehicle in Kabul; March 28, 2005.

Master Corporal Roch Roy, for exceptional leadership demonstrated when he provided assistance following a violent collision between a motorcycle and a passenger vehicle in Saint-Jean-sur-Richelieu, Quebec; July 16, 2004. *CF Personnel Newsletter* would like to express our deepest sympathies to LGen Couture's family.

During his tenure as ADM(HR-Mil), LGen Couture vigorously espoused the HR-Mil vision "Look after our people, invest in them, and give them confidence in the future".

Under his leadership, CF personnel and their families enjoyed many improvements to their quality of life and benefit entitlements. The *Injured* When he retired from the CF in January 2004, LGen Couture concluded his farewell remarks in *CFPN* with "I will miss the people". We will miss him, too. Visit www.forces.gc.ca/hr/cfpn/

engraph/1_04/1_04_e.asp for articles by and about LGen Couture, published when he retired from the Forces two years ago.

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C Honours, awards and appointments - from page 3

CF Medallion for Distinguished Service:

City of Calgary **Mayor David Bronconnier**, for outstanding leadership demonstrated when Calgary hosted the NATO Allied Command Transformation/U.S. Joint Forces Command Concept Development and Experimentation Conference; November 2004.

Mrs. Diane Laurin, for outstanding leadership and vision demonstrated in guiding the transformation of the CF Grievance Board; 2000 to 2005.

CF Unit Commendation:

430 Escadron tactique d'hélicoptères, for outstanding contribution to *Op HALO* in Haiti; March to August 2004

Senior promotions and appointments

The following appointment has been approved:

Rear-Admiral Drew Robertson, promoted vice-admiral and appointed Chief of the Maritime Staff at National Defence Headquarters (NDHQ).

Colonel / Captain (Navy) promotions, appointments

CDS Gen Rick Hillier has approved the following promotions and appointments:

Colonel Anthony Ashfield, appointed Canada Command HQ J4; Ottawa

Capt(N) Dave Banks, appointed Director Logistics Services; NDHO

Col Peter Atkinson will be appointed executive assistant to the CDS; NDHQ

Col David Barr, appointed commander designate Canadian Special Operations Forces Command; Ottawa

Lieutenant-Colonel Tony Battista, promoted colonel; on advanced training list

Capt(N) Serge Bertrand, appointed to the CF Transformation Team; NDHQ

Col Michael Cessford, appointed to the CF Transformation Team; NDHQ

Col James Cottingham, appointed commanding officer (CO) Aerospace Warfare Center; Trenton, Ont.

LCol Michel Desgroseilliers, promoted colonel; appointed Air Reserve deputy advisor, Chief of the Air Staff; NDHQ

Col Yvon Desjardins, appointed Director Ethics Programme; NDHQ

LCol Donald Dixon, promoted colonel; remains Deputy Provost Marshall, National Investigation Services; NDHQ

Col Pat Dowsett, appointed Director Air Staff Coordination; NDHQ

Col Michel Duhamel, appointed chief of staff UN Stabilization Mission in Haiti; Port au Prince, Haiti

Capt(N) Mark Eldridge, appointed acting Director General Information Management Project Delivery; NDHQ

Col Steven Fash, appointed Director NDHQ Secretariat; NDHQ

Col Pierre Forgues, appointed Canada Command HQ Chief of Staff; Ottawa

LCol Patrick Gleeson, promoted colonel; appointed Deputy Judge Advocate General/Regional Services; NDHQ

Capt(N) Nigel Greenwood, on advanced training list

Commander Chris Henderson, promoted captain (navy); appointed Director Public Affairs Planning and Media Liaison; NDHQ

Col Bert Herfst, appointed Deputy Judge Advocate General Operations; Ottawa

LCol Chris Judd, promoted colonel; appointed commander 31 Canadian Brigade Group; London, Ont.

LCol Christian Juneau, promoted colonel; appointed Director Land Strategic Planning; NDHQ

Col Cheryl Lamerson, appointed Director Military Human Resources Requirements; NDHQ

Col Tom Lawson, appointed to the CF Transformation Team; NDHQ

LCol Greg Loos, promoted colonel

Col Dean Milner, appointed Director Army Training Land Force Doctrine and Training System; Kingston, Ont.

Cdr Steve Moore, promoted captain (navy); appointed CF Provost Marshal; NDHQ

Col Brian O'Rourke, on advanced training list

Col Bernard Ouellette, appointed Director Group Management Support; NDHQ

Cdr Colin Plows, promoted captain (navy); appointed Canada Command HQ J3; Ottawa

Col Christian Rousseau, remains Director General Military Engineering/J3 Engineers; NDHQ

LCol Kirk Shaw, promoted colonel; appointed project manager - Air Mobility Systems; NDHQ

Col Alan Stephenson, appointed special assistant Deputy Chief of the Defence Staff; NDHQ

LCol Paul Taillon, promoted colonel; appointed CF Campaign Plan Advisor; NDHQ

LCol Christopher Thurrott, promoted colonel; appointed commander Joint Support Group; Kingston

Col Alain Tremblay, appointed to the CF Transformation Team; NDHQ

Key Land Force Command appointments

Chief of the Land Staff Lieutenant-General Marc Caron is pleased to announce the following key appointments for Land Force Command

LCol Daniel Bouchard, appointed CO 4 Air Defence Regiment

Major Peter Brown, appointed CO 56 Field Regiment

Maj James Lambert, appointed CO 2 HQ Signals Squadron

Major Gary Whelan, appointed CO 1 HQ Signals Squadron

Chief Warrant Officer Michael Hornbrook, appointed chief warrant officer Land Force Doctrine and Training System Non-Commissioned Member Professional Development System; Kingston

IM Group

Mme Patricia Sauvé-McCuan, Acting Assistant Deputy Minister (Information Management), is pleased to announce the following appointment:

CWO Anthony Fequet, appointed chief warrant officer Information Management Group

Military judges

Col Kim Carter and **LCol Mario Dutil** have been reappointed as military judges.

These announcements were made in December 2005. Consult Canadian Forces General Messages (CANFORGENs) 188/05, 191/05, 192/05, 194/05, 197/05 and 199/05 at http://vcds.dwan.dnd.ca/vcds-exec/pubs/canforgen/ 2005/intro_e.asp. ◆

Question Corner

CF personnel and unions

Q: Is there a union for CF personnel? Who looks out for us when it comes to salaries and benefits?

A: CF personnel may not form or join a union for the purpose of collective bargaining with the Government of Canada. The unique terms and conditions of military service justify this provision. However, the government has taken a number of steps to ensure that your rights are safeguarded even though you are not a member of a union.

Your pay and benefits are tied to those negotiated

court adjudication, and the services of the independent Ombudsman for National Defence and the CF – all are available to you.

Director Human Rights and Diversity (DHRD) [formerly Directorate Military Gender Integration and Employment Equity (DMGIEE)] continuously monitors employment equity, diversity, and other human resource-related issues, and makes recommendations for improvements. The Directorate of Quality of Life continuously monitors a range of QOL issues and makes recommendations for improvements. ➤ Visit www.forces.gc.ca/hr/harassment/ or http://hr.dwan.dnd.ca/harassment/ for information about the DND/CF harassment policy. If you believe you are being harassed, telephone 1-800-290-1019 from anywhere in North America, or 1-800-290-10191 from outside North America.

To learn about the CF grievance process, consult \geq the National Defence Act at http://laws.justice.gc.ca/en/N-5/; Queen's Regulations Volume & Orders Chapter 7 Ι, at l/admfines mil ca/admfines/subject 's/a 0/ intro_e.asp; and the CF Grievance Board at http://cfgbcgfc.gc.ca/index-e.php or at 1-877-276-4193. For information about Director Human Rights and Diversity (DHRD) [formerly Directorate of Military Gender Integration and Employment Equity (DMGIEE)], go to http://hr.dwan.dnd.ca/dmgiee/engraph/ home_e.asp or telephone (613) 996-8057.

by the Public Service Alliance of Canada for its members, under the guidance of a joint Treasury Board/DND advisory group. That's why, for example, the announcement of your 2004/2005 pay increase was delayed – while the increase was retroactive to April 1, 2004, the announcement could not be made until labour negotiations were complete and new contracts were ratified. The wait ensured that your pay increase equitably reflected that of members of the federal public service.

Members of a union may file grievances. You, as a member of the CF, have many avenues by which you may pursue solutions to problems. Alternative dispute resolution, DND and CF harassment complaint processes, DND and CF grievance processes, tribunals,

So, although you may not join a union, the services, processes and expertise available to you—and working 24/7 on your behalf—combine to provide you with the same sort of support system as union members enjoy.

You do have the right to join associations, provided that those associations do not undertake activities that contravene defence regulations.

Read Canadian Forces General Message (CANFORGEN) 076/00 and references at http:// vcds.dwan.dnd.ca/intro_e.asp for information.

For information about alternative dispute resolution, consult Defence Administrative Orders and Directives (DAOD) 5046-0 at http://admfincs.mil.ca/admfincs/ subjects/daod/intro_e.asp, and visit http://hr.dwan. dnd.ca/adr-marc/ or telephone 1-888-589-1750. Visit www.forces.gc.ca/hr/QOL/ or http://hr.dwan.dnd.ca/hr/QOL/ or telephone (613) 996-1919 for information about the Directorate of Quality of Life (DQOL).

➤ Visit the Ombudsman for DND and the CF at www.ombudsman.forces.gc.ca/main_e.asp or telephone 1-88-88-BUDMAN (1-888-828-3626). ◆

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