

United States of America  
Etats-Unis d'Amérique



United Kingdom  
Royaume-Uni



Singapore  
Singapour



Poland  
Pologne



New Zealand  
Nouvelle Zélande



Netherlands  
Pays-Bas



Latvia  
Lettonie



Italy  
Italie



Germany  
Allemagne



Canada  
Canada



Australia  
Australie



International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes



Ottawa, Canada 2005

# Proceedings Travaux

May 30 to June 3, 2005  
Du 30 mai au 3 juin 2005

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I'm delighted to send greetings to my distinguished international colleagues. I sincerely enjoyed getting to know you during the June 2005 ICESR/CIAER conference in Ottawa.

If the notes and emails I've received are any indication, then our conference was a successful venue for sharing ideas and experiences.

Each one of us has encountered both successes and challenges in our work. This conference gave us all a chance to share and learn from those experiences. By reviewing and adopting selected best practices that work in our respective cultures, we can hasten the process of refining and developing new employer support programs.

Everyone is reporting increased calls for assistance from reservists. That means that the work we do will have increasing relevance in years to come.

It's up to us to continue to bridge the gap between the military and civilian sectors. We're the ones who can demonstrate the value of Reserve Force training to civilian business owners, and help them understand the positive impact that results from supporting a reservist employee.

I thoroughly enjoyed being your host in Ottawa this year. Now, I look forward eagerly to the new experiences that await us as the United Kingdom hosts the 2007 conference.

Warmest personal regards,

C'est avec grand plaisir que je salue mes distingués collègues de l'étranger. J'ai sincèrement apprécié faire votre connaissance lors de la CIAER/ICESR de juin 2005, tenue à Ottawa.

À en juger par les notes et courriels que j'ai reçus, notre conférence a été l'occasion d'un échange fructueux d'idées et d'expériences.

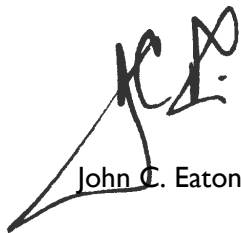
Chacun de nous a connu, dans son travail, des victoires et des défis. Cette conférence a été une occasion pour tous de partager ces expériences et d'en tirer des leçons. En examinant et en adoptant les pratiques exemplaires particulières qui réussissent dans nos propres cultures, nous pouvons accélérer le processus de mise au point des programmes d'appui des employeurs et de conception de nouveaux programmes.

Tout le monde fait état d'appels accrus à l'aide des réservistes. C'est signe que le travail que nous faisons prendra de plus en plus d'importance dans les années à venir.

C'est à nous qu'il incombe de continuer de combler le fossé entre les secteurs militaire et civil. C'est nous qui sommes en mesure de démontrer la valeur de la formation de la Force de réserve aux chefs d'entreprises civiles, et de les aider à comprendre l'incidence positive que peut avoir le soutien d'un employé réserviste.

J'ai grandement goûté le plaisir d'être votre hôte à Ottawa cette année. Maintenant, je suis impatient de vivre les nouvelles expériences qui nous attendent d'ici à la conférence de 2007 qu'accueillera le Royaume-Uni.

Mes sincères salutations,



John C. Eaton

National Chair  
Canadian Forces Liaison Council

Président national  
Conseil de liaison des Forces canadiennes



The 2005 ICESR/CIAER conference made a powerful impression on all the delegates.

It was a gathering of people from around the globe, with dramatically different languages and cultures—yet all sharing one common purpose and goal.

Canada has always recognized the worth of our Reserve Force members, but in recent years, their contribution to sovereignty and security has worn a more public face. The participation of reservists is now standard operating procedure for our operations.

With this increased employment of reservists comes a new urgency to ensure that their military service doesn't have a negative impact on their civilian career, income and quality of life.

The Canadian Forces, like your own military, recognizes the intrinsic value of employer support—and its worth is being proven as we utilize more reservists each year.

My thanks to all the delegates who came to Ottawa to offer ideas and inspiration to others. I was deeply impressed by the quality and sound business thinking demonstrated—and I believe all left with a renewed sense of purpose.

I hope to meet with you again at the 2007 conference in the United Kingdom.

La CIAER/ICESR de 2005 a profondément marqué tous les délégués.

Elle a été l'occasion du rassemblement de gens du monde entier, de cultures et de langues radicalement différentes—qui, néanmoins, visent un but et un objectif commun.

Le Canada a toujours reconnu la valeur de nos membres de la Force de réserve, mais ces dernières années, leur contribution à la souveraineté et à la sécurité est devenue plus visible au public. La participation des réservistes fait désormais partie des procédures normales de nos opérations.

Ce recours accru aux réservistes crée une nouvelle urgence de nous assurer que leur service militaire n'ait pas de répercussions négatives sur leur carrière au civil, leur revenu ou leur qualité de vie.

Les Forces canadiennes, tout comme votre propre armée, reconnaissent la valeur intrinsèque du soutien des employeurs—et cette valeur est confirmée par l'emploi croissant chaque année des réservistes.

Je remercie tous les délégués venus à Ottawa offrir des idées et inspirer les autres. J'ai été profondément impressionné par la qualité et la force de l'esprit d'entreprise qui ont été démontrées—et je suis convaincu que tout le monde est reparti rempli d'une détermination renouvelée.

J'espère vous revoir à la conférence de 2007 au Royaume-Uni.

Herb M. Petras

Major-General  
Chief Reserves and Cadets

Major-général  
Chef-Réserves et cadets



**International Conference on Employer Support for Reservists  
31 May 2005**

**Parliament Hill, Ottawa, Canada**

Back Row (left to right): Lieutenant-Colonel Grant McLean, Canada; Major Michael Brown, New Zealand; Ray Boughen, Canada; Marc McGowan, Australia; Philippe Coupey, Canada; The Honourable Peter M. Liba, Canada; Brigadier-General Dennis Tabbernor, Canada; Colonel Josef Heinrichs, Germany

Third Row (left to right): Léo M. Desmarteau, Canada; A. Valdis Būcēns, Latvia; Major Robert Palmer, United States of America; Group Captain John Ross, United Kingdom; The Right Honourable the Lord Glenarthur, United Kingdom

Second Row (left to right): Lieutenant Colonel Tim Corry, United Kingdom (inset photo); Colonel Huig Van Duijn, Netherlands; Lieutenant-Colonel Gerry Holden, Canada; Leneen Forde, Australia; Bob Hollingsworth, United States of America; Commander Marek Krotowicz, Poland; Colonel Wiesław Józwiłk, Poland; Sonja Bata, Canada; Lieutenant Colonel Elsie Tjoeng, Singapore

Front Row (left to right): Colonel Marcia Quinn, Canada; Brigadier Tim Brewer, New Zealand; John C. Eaton, Canada; Major-General Herb M. Petras, Canada; Lieutenant Colonel Claudio Brunetto, Italy; Catherine Lee Chen, Singapore

**Conférence internationale sur l'appui des employeurs aux réservistes  
Le 31 mai 2005**

**Colline du Parlement, Ottawa, Canada**

Dernier rang (de g. à dr.) : lieutenant-colonel Grant McLean, Canada; major Michael Brown, Nouvelle-Zélande; Ray Boughen, Canada; Marc McGowan, Australie; Philippe Coupey, Canada; l'honorable Peter M. Liba, Canada; brigadier-général Dennis Tabbernor, Canada et colonel Josef Heinrichs, Allemagne

Troisième rang (de g. à dr.) : Léo M. Desmarteau, Canada; A. Valdis Būcēns, Lettonie; major Robert Palmer, États-Unis; colonel d'aviation John Ross, Royaume-Uni et le très honorable Lord Glenarthur, Royaume-Uni

Deuxième rang (de g. à dr.) : lieutenant-colonel Tim Corry, Royaume-Uni (en médaillon); colonel Huig Van Duijn, Pays-Bas; lieutenant-colonel Gerry Holden, Canada; Leneen Forde, Australie; Bob Hollingsworth, États-Uni; commandant Marek Krotowicz, Pologne; colonel Wiesław Józwiłk, Pologne; Sonja Bata, Canada et lieutenant-colonel Elsie Tjoeng, Singapour

Premier rang (de g. à dr.) : colonel Marcia Quinn, Canada; brigadier Tim Brewer, Nouvelle-Zélande; John C. Eaton, Canada; major-général Herb M. Petras, Canada; lieutenant-colonel Claudio Brunetto, Italie et Catherine Lee Chen, Singapour

# May 30, 2005 / Le 30 mai 2005

CIAER/ICESR 2005

## Delegates make a “splash” in Ottawa - Les délégués font un « plongeon » à Ottawa

International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes  
Ottawa, Canada 2005

The 2005 International Conference on Employer Support for Reservists kicked off in style today with a memorable tour of Ottawa's famous Rideau Canal. After a wearying day of tickets, travel, hotel and conference registration, delegates enjoyed the pleasant Canadian weather in an open-air boat.

After the boat moored at HMCS CARLETON'S jetty on the picturesque Dow's Lake, the Toronto Signals Regiment band struck up a rousing welcome for the 28 conference members and their guests.

Lieutenant-Commander Ralph Roberts, Commanding Officer of HMCS CARLETON, extended the Naval Reserve unit's hospitality to the international delegates.

CFLC National Chair, John C. Eaton, welcomed everyone, noting that “This (conference) is the professional development that will hone our skills as the diplomats and negotiators who secure the support of civilian employers.”

La Conférence internationale de 2005 sur l'appui des employeurs aux réservistes s'est amorcée en beauté aujourd'hui avec une visite mémorable

du célèbre canal Rideau. Après une éprouvante journée de réservations de billets, déplacements et d'inscriptions à l'hôtel et à la Conférence, les délégués ont pu profiter de l'agréable climat canadien dans un bateau à ciel ouvert.

Après que le bateau fut amarré à la jetée du NCSM CARLETON du pittoresque lac Dow, l'orchestre du Toronto Signals Regiment a entonné une retentissante bienvenue pour les 28 participants à la Conférence et leurs invités.

Le lieutenant-commandant Ralph Roberts, commandant du NCSM CARLETON, a exprimé les vœux de bienvenue de l'unité de la Réserve navale aux délégués venus du monde entier.

Le président national du CLFC, John C. Eaton, a prononcé une allocution d'accueil en déclarant que « cette conférence est l'activité de perfectionnement professionnel qui aigui-



Photo by Cpl Serge Gouin, CFSU(O)

photo par le cpl Serge Gouin, USFC(O)

CFLC National Chair John C. Eaton welcomes international guests aboard a tour boat on the Rideau Canal.

Le président national du CFLC, John C. Eaton, emmène les invités de l'étranger faire un tour de bateau sur le canal Rideau.

sera nos habiletés de diplomates et de négociateurs qui nous aideront à nous assurer le soutien des employeurs civils ».

### On today's agenda

### Au programme d'aujourd'hui

- Registration, Lord Elgin Hotel
- Opening ceremony and reception, HMCS CARLETON
- l'inscription à l'hôtel Lord Elgin
- Cérémonie d'ouverture et réception, NCSM CARLETON



**ICESR/CIAER 2005**



Photo by Cpl Serge Guoin, CFSU(O)

Photo par le cpl Serge Guoin, USFC(O)

Early evening sunset sparked off scarlet and gilt-trimmed uniforms as the honour guard and Toronto Signals Regiment Band greeted ICESR delegates at HMCS CARLETON.

Les rayons du soleil couchant mettent en valeur l'écarlate des éblouissants uniformes tandis que la garde d'honneur et l'orchestre du Toronto Signals Regiment accueillent les délégués de la CIAER à bord du NCSM CARLETON.



Photo by Cpl Serge Guoin, CFSU(O)

Photo par le cpl Serge Guoin, USFC(O)

Enjoying the pleasant early evening in Ottawa, ICESR delegates arrive at HMCS CARLETON, a Naval Reserve Unit, for the official opening ceremony.

Profitant d'un agréable début de soirée à Ottawa, les délégués de la CIAER arrivent au NCSM CARLETON, une unité de la Réserve navale, pour la cérémonie officielle d'ouverture de la Conférence.

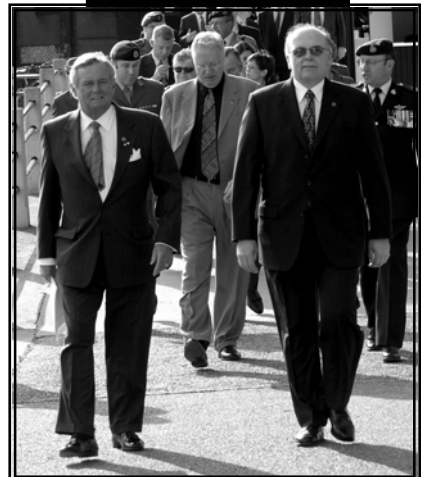


Mrs. Hollingsworth and Bob Hollingsworth aboard the boat.

M<sup>me</sup> Hollingsworth et Bob Hollingsworth à bord du bateau.

Major-General Herb Petras greets Lieutenant Colonel Claudio Brunetto and his spouse.

Le major-general Herb M. Petras accueille le lieutenant-colonel Claudio Brunetto et son épouse.



John C. Eaton and Léo M. Desmarteau leading the pack.

John C. Eaton et Léo M. Desmarteau mènent le groupe.

# May 31, 2005 / Le 31 mai 2005

CIAER/ICESR 2005

## Employer support around the world Le soutien des employeurs dans le monde entier

International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes  
Ottawa, Canada 2005

Representatives from 11 nations sat down Tuesday morning to begin an in-depth examination of the issues facing employer support programs.

The United Kingdom's Lord Glenarthur began by offering an overview of the activities of his National Employer Advisory Board, "the education process for those who do volunteer [to serve in the Reserves] should be just as great for their employers who must understand what the commitment is..."

Lord Glenarthur was joined by Group Captain John Ross and Lieutenant Colonel Tim Corry in explaining the United Kingdom Directorate of Reserve Forces and Cadets, and the SaBRE program.

From the United States of America, Bob Hollingsworth outlined the work done by his Employer Support of the Guard and Reserve.

Les représentants de onze pays se sont réunis mardi matin pour entreprendre un examen approfondi des



Photo by Cpl Serge Gouin, CFSU(O)

Photo par le cpl Serge Gouin, USFC(O)

Group Captain John Ross explains the United Kingdom's Reserve Force structure, and sets out the framework for employer support during the opening conference session at the Lord Elgin Hotel.

Le colonel d'aviation John Ross explique la structure de la force de réserve du Royaume-Uni et décrit le schéma de l'appui des employeurs dans le cadre de la séance d'ouverture de la Conférence à l'hôtel Lord Elgin.

enjeux liés aux programmes d'appui des employés.

Lord Glenarthur, du Royaume-Uni, a commencé par faire un survol des activités du National Employer Advisory Board en indiquant que, « le processus d'éducation de ceux qui se portent volontaires (pour servir dans les forces de réserve) devrait être tout aussi vaste pour leurs employeurs, qui doivent saisir la portée

de cet engagement... »

Le colonel d'aviation John Ross et le lieutenant-colonel Tim Corry se sont joints à lord Glenarthur pour expliquer le Directorate of Reserve Forces and Cadets du Royaume-Uni, ainsi que le programme SaBRE.

Des États-Unis, Bob Hollingsworth a expliqué les activités de son Employer Support of Guard and Reserve.

### On today's agenda

#### Au programme d'aujourd'hui

- Country presentations by United Kingdom and United States of America
- Lunch at the Army Officers' Mess
- Tour of House of Commons, dinner with the Speaker
- Présentations par le Royaume-Uni et les États-Unis
- Déjeuner au Mess des officiers de l'Armée de terre
- Visite de la Chambre des communes, dîner avec le président

**ICESR/CIAER 2005**

**Touring the House of Commons-Visite de la Chambre des communes**

While the skyline of Canada's renowned Parliament Buildings is a familiar sight to many tourists, a behind-the-scenes glimpse into the House of Commons is a much rarer experience.

ICESR 2005 delegates were welcomed onto Parliament Hill by none other than the Speaker of the House of Commons, the Honourable Peter Milliken, M.P. His primary role is to maintain order during House of Commons debates. He also acts as the official spokesperson of the House of Commons in its dealings with the Queen and Governor General, with the Senate and with external authorities.

John C. Eaton thanked our host with these words, "The Honourable Peter Milliken has long been a vibrant supporter of Canada's military. His ongoing commitment and encouragement have meant a great deal to the Canadian Forces Liaison Council."

In July 2005, Mr. Milliken personally signed a formal statement of

support for the Reserve Force on behalf of the House of Commons.

Bien que la vue des célèbres édifices du Parlement soit familière à bien des touristes, celle des coulisses de la Chambre des communes est une expérience beaucoup plus rare.

Les délégués à la CIAER de 2005 ont été accueillis sur la colline du Parlement par nul autre que le président de la Chambre des communes, l'honorable Peter Milliken, député. Son principal rôle consiste à maintenir l'ordre pendant les délibérations de la Chambre des communes. Il agit

aussi comme porte-parole officiel de la Chambre des communes dans ses échanges avec la Reine et le gouverneur général, avec le Sénat et les autorités externes.

John C. Eaton remercie nos hôtes en ces termes :  
« L'honorable Peter Milliken est

depuis longtemps un dynamique supporteur des forces armées du Canada. Son engagement et ses encouragements constants ont été très précieux au Conseil de liaison des Forces cana-

**Parliament Hill is a venerable icon of Canadian heritage..... what a privilege it has been to gather here tonight.**

**La colline du Parlement est une vénérable vedette du patrimoine Canadien..... Je souligne le grand privilège que nous avons eu de pouvoir nous réunir ici ce soir.**

**- John C. Eaton**

diennes.

En juillet 2005, l'honorable M. Milliken a personnellement signé un énoncé de soutien formel à la Force de réserve au nom de la Chambre des communes.



Photo by Holly Loranger, House of Commons Photo  
Photo par Holly Loranger, Photo de la Chambre des communes

The Honourable Peter Milliken (left) with the Honourable Peter Liba (Canada) and The Honourable the Lord Glenarthur (United Kingdom).

L'honorable Peter Milliken (à g.) avec l'honorable Peter Liba (Canada) et lord Glenarthur (Royaume-Uni).



Photo by Cpl Serge Guoin, CFSU(O)  
Photo par le cpl Serge Guoin, USFC(O)

ICESR delegates on Parliament Hill with the Toronto Signals Regiment band.

Les délégués de la CIAER sur la colline du Parlement avec l'orchestre du Toronto Signals Regiment.



Photo by Holly Loranger, House of Commons Photo  
Photo par Holly Loranger, Photo de la Chambre des communes

(from left) Colonel Huig Van Duijn, Lieutenant Colonel Elsie Tjoeng, Ms. Catherine Lee Chen, Major Robert Palmer and guest Brigadier S. Young.

(De g. à dr.) Colonel Huig Van Duijn, lieutenant-colonel Elsie Tjoeng, M<sup>me</sup> Catherine Lee Chen, major Robert Palmer et le brigadier invite S. Young.

# June 1, 2005 /Le 1<sup>er</sup> juin 2005

CIAER/ICESR 2005

## Comparing International Employer Support Programs Comparaison des programmes d'appui des employeurs du globe

International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes  
Ottawa, Canada 2005

It was a busy day for conference delegates. Everyone rolled up their sleeves and plunged into briefings and discussions as Australia, New Zealand, Italy, Germany, Latvia and Canada offered overviews of their individual employer support programs.

It was a tremendous amount of information to absorb—and hopefully the copies of briefing notes and PowerPoint slides in this document will assist delegates in organizing their own research and work in years to come.

During the lunch break, Canada's Chief—Reserves and Cadets, Major-General Herb Petras spoke briefly about the role Canada's Reserve Force plays in military and domestic operations, and the future of the Reserve.

That evening, everyone relaxed over a delicious casual meal at L'Orée du bois restaurant. With entertainment by Quebec roots performers Les Affreux Lurons, delegates were treated to a warm and intimate evening of the celebrated francophone culture in Quebec.

Ce fut une journée chargée pour les délégués à la Conférence. Tous ont retroussé leurs manches pour se plonger dans des séances d'information et de discussion tandis que l'Australie, la Nouvelle-Zélande, l'Italie, l'Allemagne, la Lettonie et le Canada présentaient des exposés sur leurs programmes respectifs d'appui des employeurs.

Tout cela a fait une quantité phénoménale de renseignements à assimiler-et l'on espère que les notes d'information et les diapositives PowerPoint que renferme le présent document aideront les délégués à organiser leurs propres recherches et travaux dans les années à venir.

Pendant la pause du midi, le chef-Réserves et cadets du Canada, le major-général Herb Petras, a brièvement expliqué le rôle que joue la Force de réserve du Canada dans les opérations militaires et intérieures, et l'avenir de la Force de réserve.

Ce soir-là, tout le monde a pu se détendre en dégustant un délicieux repas au restaurant L'Orée du bois. Avec le divertissement assuré par les artistes de souche québécoise Les Affreux Lurons, les délégués ont pu baigner avec un profond plaisir dans la fameuse culture francophone du Québec.

“The Reserves are very much the visible face of the Armed Forces in the public eye. We see employer support as reaching out to communities and having a really strategic educative function. We envisage the Reserves in the future will probably be one of our larger recruiting forces for the military.”

-Brigadier Tim Brewer,  
New Zealand

### ***On today's agenda***

#### **Au programme d'aujourd'hui**

- Country presentations by Australia, New Zealand, Italy, Germany, Latvia and Canada
- Lunch at the Warrant Officers' and Sergeants' Mess
- Casual dinner at L'Orée du bois restaurant, Chelsea, Quebec
- Présentations par l'Australie, la Nouvelle-Zélande, l'Italie, l'Allemagne, la Lettonie et le Canada
- Déjeuner au mess des adjudants et sergents
- Déjeuner détendu au restaurant L'Orée du bois de Chelsea, au Québec



“Future challenges could have us calling a larger number of reservists, bringing unknown problems; most of our 35,000 reservists couldn’t join the Army if their employers are not supported correctly.”

- Lieutenant Colonel Claudio Brunetto, Italy

**“We estimate the amount of people we send on missions will increase. Reservists are a cost-effective way of increasing our participation.”**

**- A. Valdis Būcēns, Latvia**



“Reserve participation in operations is non-negotiable. Canada needs their expertise and abilities. Where the negotiations come into play are between the reservist and their employers or educators. We’re finding that if the reservist gives enough advance notice and information, they usually have little trouble obtaining military leave for training or missions.”

- Brigadier-General Dennis Tabernor, Canada

« La participation des réservistes à des opérations est non négociable. Le Canada a besoin de leur expertise et de leurs compétences. Les négociations sont menées entre le réserviste et ses employeurs ou professeurs. Nous constatons que, si le réserviste les informe suffisamment à l’avance et leur fournit toute l’information pertinente, il n’a habituellement aucune difficulté à obtenir un congé pour service militaire de façon à suivre une instruction ou à participer à des missions. »

- brigadier-général Dennis Tabernor, Canada

“I like to think of the operational Reserve much as the way a small businessman would borrow money to use as working capital for cash flow purposes. As demand on the US military increases and we have these surges in demand, we draw from the Guard and Reserve to fill in those gaps and help us adjust to the surge.”

- Major Robert Palmer, United States of America



“...more than half of these soldiers I was sending overseas had to quit their jobs to deploy. When they went to their employers and asked for six months off to serve, they [the employers] said “No.” I found to my horror that some of the worst offenders were government departments.”

- Brigadier Timothy Brewer, New Zealand

# June 2, 2005 / Le 2 juin 2005

CIAER/ICESR 2005

## Employer Support Ideas Take Flight at Aviation Museum

### Les idées de modes d'appui des employeurs prennent leur envol au Musée de l'aviation

International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes  
Ottawa, Canada 2005

After a productive day comparing thoughts about the employment of Reserves on operations and in armed conflict, as well as discussing the idea of financially compensating employers, it was time for the formal conference dinner.

Amid historic aircraft in Canada's breathtaking Aviation Museum, delegates in mess kit and formal wear enjoyed an evening of fine dining—and some hilarity as John

C. Eaton inducted three honoured guests into the coveted "Order of the Beaver".

Canadian hosts were deeply moved by Leneen Forde's heartfelt toast to Canada, "a country that was built on quiet courage and determination. A country that boldly embraces greatness, and staunchly defends the virtues that are Canadian."



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

Leneen Forde offers a toast to Canada.

Leneen Forde porte un toast au Canada.

productive à échanger des réflexions sur l'emploi des forces de réserve pour des opé-

rations et des conflits armés, ainsi qu'à discuter du concept d'indemnisation financière des employeurs, l'heure est venue du dîner officiel de la Conférence.

Parmi les aéronefs historiques de l'éblouissant Musée de l'aviation du Canada, les délégués en tenue de mess et tenue de soirée ont pu goûter un dîner finagrémenté de rires alors que John C. Eaton intronisait trois honorables invités au très convoité « Ordre du castor ».

Les hôtes canadiens ont été profondément touchés par le toast sincère qu'a prononcé M<sup>me</sup> Leneen Forde à l'endroit du Canada, « un pays fondé sur un courage discret et la détermination. Un pays qui étreint audacieusement la grandeur et défend résolument les vertus qui sont proprement canadiennes ».

#### On today's agenda

#### Au programme d'aujourd'hui

- Discussion on reservists in armed conflict, compensation legislation, awards and outreach
- Lunch at the Air Force Officers' Mess
- Conference dinner at the Canada Aviation Museum
- Discussion sur les réservistes dans un conflit armé, la législation sur l'indemnisation, les prix et la sensibilisation
- Déjeuner au mess des officiers de l'ARC
- Dîner de la Conférence au Musée de l'aviation du Canada

# The Venerable Order of the Beaver

## Le vénérable Ordre du castor

*(Following are excerpts from the Order of the Beaver presentation ceremony)*

... thus it was that the Venerable Order of the Beaver was born, in 1997, to celebrate people who made a special contribution to the cause of employer support for the Reserve...

... the beaver is a rodent. In fact, it is the second largest rodent in the world. It spends a lifetime



Photo by MCpl Tim Jordan, CFSU(O)

Photo par le cplc Tim Jordan, USFC(O)

Léo Desmarteau presenting John Ross and Tim Brewer with their insignia.

Léo Desmarteau remet leur insigne à John Ross et à Tim Brewer.

*(Les paragraphes qui suivent sont des extraits de la cérémonie d'intronisation à l'Ordre du castor.)*

... c'est ainsi que fut créé le vénérable Ordre du castor, en 1997, pour souligner les contributions particulières à la cause de l'appui des employeurs à la Force de réserve...

... le castor est un rongeur. De fait, de par sa taille, il est en deuxième place dans la liste des rongeurs du monde. Il passe sa vie à construire des huttes, des entrepôts, des barrages,

des canaux... nous ne nous attardons pas sur le fait que, pour bien des gens, c'est un animal nuisible en raison des petites forêts qu'il détruit, ou encore un symbole d'égoïsme à cause des inondations que provoquent ses barrages...

... arborant cette décoration quand vous venez au Canada, vous serez logé gratui-

tement dans n'importe laquelle des milliers de huttes construites par des castors au Canada...

... nous vous fournirons aussi gratuitement un stock de cure-dents, afin que vous puissiez assurer le bon état de vos dents du devant.

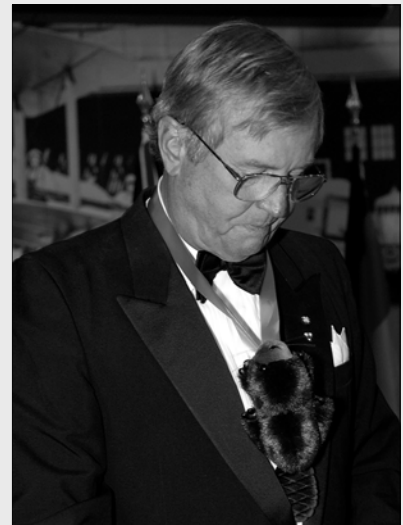


Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

John C. Eaton maintains a serious dignity during the Order of the Beaver ceremony.

John C. Eaton garde dignement son sérieux pendant toute la cérémonie de l'Ordre du castor.

building lodges, storehouses, dams and canals...we will not dwell on the fact that to many it is a pest, because of the small forests which it destroys, or a symbol of selfishness because of the floods it causes with its dams...

... if you wear this decoration whenever you visit Canada, you will have free accommodation in any of the thousands of lodges built by beavers in Canada...

... we will also provide you with a free supply of toothpicks, so that you can keep your front teeth in shape.



Photo by MCpl Tim Jordan, CFSU(O)

Photo par le cplc Tim Jordan, USFC(O)

Marc McGowan, John Ross and Tim Brewer get in some preliminary tooth sharpening practice.

Marc McGowan, John Ross et Tim Brewer font un exercice préliminaire d'affûtage de dents.

# June 3, 2005 / Le 3 juin 2005

CIAER/ICESR 2005

## Conference ends with an intimate glimpse of Canada's war history

### La Conférence se termine avec un survol intime de l'histoire du Canada en temps de guerre.

International Conference on Employer Support for Reservists  
Conférence internationale sur l'appui des employeurs aux réservistes  
Ottawa, Canada 2005

At the end of a long, productive week, the ICESR 2005 conference wrapped up with an illuminating look at Canada's work on reaching the educators of reservists.

Poland contributed an intriguing concept of language instruction for Reserve officers.

And then—the highly anticipated discussion on the next international conference! Group Captain John Ross graciously stepped forward, offering to host the 2007 conference in the United Kingdom. It's an event that all attendees are looking forward to.

In the interim, there are dozens of fresh ideas, innovative programs and angles of research to review once everyone returns home.

As a fitting finale to this week's work of securing the best possible employer support for reservists, the conference delegates took a side trip to view the astonishing collection of the new Canadian War Museum.

Opened just a month ago, the startling architecture and brilliantly curated displays leave a searing impression on the soul.

For Canada, hosting this diverse group of international guests was truly an honour and a privilege. To

those who visited us - thank you for attending, and for your free sharing of information.

We look forward to the next conference, hosted by the United Kingdom in 2007.

Until then, goodbye friends.



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

Colonel Wieslaw Józwick at the Canadian War Museum.

Le colonel Wieslaw Józwick au Musée canadien de la guerre.

Au bout d'une longue semaine enrichissante, la CIAER de 2005 a pris fin sur un aperçu éclairant des travaux du Canada sur la sensibilisation des éducateurs de réservistes.

La Pologne a présenté un intrigant concept d'instruction linguistique des officiers de la réserve.

Et enfin-la discussion très anticipée sur la prochaine Conférence! Le

colonel d'aviation John Ross s'est gracieusement offert pour accueillir la Conférence de 2007 au Royaume-Uni. C'est un événement auquel tous les participants sont impatients d'assister.

Entre-temps, des douzaines d'idées novatrices, de programmes créatifs et d'angles de recherche seront examinés en profondeur une fois que tout le monde sera rentré chez soi. Les délégués à la Conférence ont fait une excursion complémentaire au tout nouveau Musée canadien de la guerre, un finale très appropriée aux travaux de cette semaine visant à assurer le meilleur soutien possible de la part des employeurs aux réservistes.

L'architecture saisissante et les expositions brillamment organisées de ce musée ouvert il y a à peine un mois laissent une impression indélébile sur l'âme.

Pour le Canada, l'accueil de ce groupe diversifié d'invités de l'étranger a réellement été un honneur et un privilège. À ceux qui nous ont rendu visite-merci d'avoir assisté à la Conférence et d'avoir partagé vos renseignements avec nous.

Nous sommes impatients de vous revoir à la prochaine Conférence, qu'accueillera le Royaume-Uni, en 2007.

D'ici là, au revoir, chers amis.

#### On today's agenda

#### Au programme d'aujourd'hui

- Presentation on education by Canada, language by Poland
- Business meeting—next ICESR conference
- Visit to the Canadian War Museum
- Présentation sur l'éducation par le Canada et présentation sur la langue par la Pologne
- Réunion d'affaires- prochaine CIAER
- Visite du Musée canadien de la guerre



**ICESR/CIAER 2005**



**The Canadian War Museum  
Le Musée canadien de la guerre**

*Photos by MCpl Tim Jordan, CFSU(O)  
Photos par le cplc Tim Jordan, USFC(O)*

Group Captain John Ross  
leading a conference  
session during ICESR/  
CIAER 2005.

Looking forward to the  
next gathering in the  
United Kingdom in 2007!

Le colonel d'aviation John  
Ross dirige une séance pen-  
dant la CIAER/ICESR de  
2005.

Au plaisir de se revoir à de  
la prochaine Conférence,  
au Royaume-Uni, en 2007!



*Photo by Cpl Serge Gouin, CFSU(O)*

*Photo par le cpl Serge Gouin, USFC(O)*

## Conference Delegate Contact Information

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### New Zealand

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Major Michael Brown, Assistant Director Defence  
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(note: Major Brown was replaced in September 05 by  
Major Stephen Challies,  
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same phone number as listed for Major Brown.)



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## AUSTRALIA

### Mary Marguerite Leneen Forde, AC

Ms Forde was born Mary Marguerite Leneen Kavanagh on 12th May, 1935 in Ottawa, Ontario, Canada, the daughter of John Alfred Kavanagh, a senior public servant with the Canadian Federal Government Department of Agriculture, and Evelyn Philomena Kavanagh (nee Bujold). Her father is deceased. Mrs. Kavanagh lives in Vancouver, B.C., Canada, with Ms. Forde's sister, Dr. Doris Kavanagh-Gray, who is a Cardiologist at St. Paul's Hospital, Vancouver.

Ms. Forde attended primary and secondary school in Ottawa, Ontario, Canada, and later gained a Diploma of Medical Technology. Prior to moving to Australia in November 1954 she was employed as a Medical Laboratory Technician and studied part-time for a Bachelor of Arts at Ottawa University.

In 1955 she married Francis Gerard Forde, LL.B., in Brisbane. Mr. Forde was a Solicitor with his own firm, F.G. Forde & Co. in Brisbane. In December 1966 he died of cancer after a lengthy illness. Mr. Forde was the son of the Right Honourable Francis Michael Forde, P.C., former Prime Minister of Australia and High Commissioner to Canada.

Ms. Forde worked in the Haematology Department of the Royal Brisbane Hospital from 1954 to 1956, then undertook occasional part-time laboratory work whilst also studying Law part-time at the University of Queensland from 1958 to 1960. From 1967 she took up Law studies full-time, gaining her LL.B. in 1970 while working as an Articled Law Clerk. Ms. Forde was employed as a Solicitor by Deacons Graham & James (formerly Cannan & Peterson) from 1971, and from 1974 to 1992 was a Partner of the firm, in charge of Probate and Estates. On 29 July 1992 Ms. Forde was sworn in as Governor of Queensland; she retired from this appointment on 29 July 1997.

In 1983 Ms. Forde married Mr. Angus McDonald, formerly a Detective Superintendent and District Commander, Northern District, New South Wales Police Force. Mr. McDonald was born on 30th July 1930 at East Haven near Carnoustie in Scotland and emigrated to Australia in 1948.

Ms. Forde was appointed a Companion of the Order of Australia (A.C.) in the 1993 Australia Day Honours List and is a Dame of Grace in the Most Venerable Order of the Hospital of St. John of Jerusalem. She was International President of Zonta from 1990 to 1992. Ms. Forde has been conferred with the honorary degrees of Doctor of Griffith University (1992), Doctor of the Queensland University of Technology (1993) and Doctor of Letters by The University of Queensland (1996). She was named Queenslander of the Year for 1991; was awarded the Queensland Girl Guides' Association "Woman of Substance Award" in 1990, and was made a Paul Harris Fellow by the Rotary Club of Brisbane in 1990. In 1994, Ms Forde was invited, by the members of the Napranum Aboriginal Community near Weipa, to accept the special honour of the tribal name of Tharpitch (Namesake) Atakani (Water Lily).

Ms. Forde's interests include the theatre, art, music and ballet.

During her career Ms. Forde has been involved with many professional and community organizations.

## AUSTRALIA

### Marc McGowan

Executive Officer, Defence Reserves Support Council

Marc McGowan enlisted as a private soldier in the Australian Defence Force on the 31st of January 1973. On completion of recruit and initial employment training he was posted to the 1st Battalion of the Royal Australian Regiment based in Townsville.

In January 1974 he was selected to attend the Officer Cadet School, Portsea and graduated as a 2Lt in December of that year. He was posted as a platoon commander to the 3rd Battalion based at Woodside in South Australia. While in 3RAR he commanded both a rifle platoon and the Assault Pioneer Platoon and toured Canada as part of the 1977 AUSCAN Bond contingent.

In December 1977 he was promoted Lieutenant and posted as a platoon commander to the 10th Independent Rifle Company at Canungra. Six months later he was promoted Captain and given command of the Queensland Detachment of the WO and NCO Wing based at Enoggera.

Captain McGowan was posted in December 1980 to the 2nd/4th Battalion, then an Operational Deployment Force unit based in Townsville. This posting included a tour of duty in Butterworth Malaysia as 2IC of the Ready Reaction Rifle Company.

Following 2/4 RAR, Captain McGowan was posted in January 1983 as a Military Observer with the United Nations in the Middle East. After three months service in Syria, he volunteered for duty in Beirut, Lebanon, where he subsequently served until January 1984. On his return to Australia he was posted to the Directorate of Infantry as the Regimental Adjutant until December 1985 when he was promoted major and sent as a company commander and Operations Officer to the 8th/9th Battalion in Brisbane. Command and Staff College followed in 1989 and upon graduation Marc was posted for three years as the Operations Officer of NORFORCE, a Regional Force Surveillance Unit based in Darwin.

Promoted to Lieutenant Colonel in January of 1993, he was posted to the Joint Exercise Planning Staff where he served as the Land Planner and Project Officer for Exercise Kangaroo 95. In December 1994 he was posted to Canada as the Assistant Defence Adviser for a period of three years. On return to Australia he joined the Office of the Assistant Chief of the Defence Force – Reserves as the Staff Officer Policy Coordination where he worked as part of the team that put together and implemented the Reserve enhancement package and the Employer Support Payment Scheme. After 28 years service he was discharged from the Army in January 2001. He was selected to fill the newly established position of Executive Officer of the Defence Reserves Support Council where he oversees the ADF Employer Support Program.

Marc is married and he and his wife Jessy have three children, Troy 18, Dany 13 and Ketinia 9. His interests are sailing, rugby and riding his Harley.

## CANADA

### Sonja Ingrid Bata, O.C.

CFLC Ontario Provincial Chair

#### PERSONAL DATA

Educated in Zurich, Switzerland.

Studied architecture at Swiss Federal Institute of Technology, Zurich.

Married Thomas J. Bata, C.C., shoe manufacturer - 1 son, 3 daughters.

#### HONOURS

Appointed Officer of the Order of Canada, June 1983.

Hon. Captain (N), 1989.

Hon. Doctor of Laws, Saint Francis Xavier University, Antigonish, NS, 2002.

Hon. Doctor of Laws, University of Manitoba, Winnipeg, Manitoba, 1999.

Hon. Doctor of Laws, Dalhousie University, Halifax, NS, 1994

Hon. Doctor of Laws, York University, Toronto, Ontario, 1992.

Hon. Doctor of Humane Letters, Mount Saint Vincent University, Halifax, NS, 1989.

Hon. Doctor of Laws, Wilson College, PA, USA.

Hon. Diploma for Applied Arts & Technology, Loyalist College, Belleville, Ontario, 1969

#### BUSINESS BOARDS

Member, Board of Directors, Bata Shoe Organization, Toronto, Ontario.

Vice-Chairman, Bata Shoe Foundation.

Chairman, Bata Shoe Museum Foundation, Toronto, Ontario.

#### OTHER ACTIVITIES

Chairman, Advisory Board, Erivan K. Haub Program in Business and the Environment

Provincial Ontario Chair, Canadian Forces Liaison Council

Vice-Chairman, Canadian Naval Memorial Trust, Halifax, Nova Scotia.

Member, Board of Governors, Royal Military College of Canada, Kingston, Ontario.

Member, Board of Directors, The Atlantic Council of Canada, Toronto

Member, Board of Governors, Junior Achievement of Canada, Toronto, Ontario,  
(Chairman 1985-1988).

Honorary Chairman, World Wildlife Fund (Canada), Toronto, Ontario,  
(Chairman 1983-1985).

Member, Advisory Board, Community Foundation of Greater Toronto.

Member, Advisory Council, The Council for Business and the Arts in Canada, Toronto, Ontario. (Director 1975-1995).

Member, Canadian Advisory Council, Shastri Indo-Canadian Institute, Calgary, Alberta.

Honorary Life Member, North York General Hospital Foundation, North York, Ontario.

Honorary Member, Board of Governors, Toronto French School, Toronto, Ontario.

(Member 1967-1975).

#### AWARDS

The Ernst & Young Life Time Achievement Award, 2001

Honorary Associate Award, Conference Board of Canada, 1995

Prime Mentors of Canada Award, 1995

North York Chamber of Commerce Woman of the Year Award, 1992

McClure International Service Award, 1991

Canadian Business Hall of Fame Award, 1991

CESO Award for International Development, 1990

Shoe Person of the Year Award, 1985

B'Nai Brith Humanitarian Award, 1984

Paul Harris Fellow Recognition, Rotary International, 1983

Silver Medal of the United Nations Environmental Programme, 1982



## CANADA

### Sonja Ingrid Bata, O.C.

Présidente du CLFC en Ontario

#### **DONNÉES PERSONNELLES**

Éducation acquise à Zurich, en Suisse.

Études d'architecture au Swiss Federal Institute of Technology, à Zurich.

Mariée à Thomas J. Bata, C.C., fabricant de chaussures – 1 fils, 3 filles.

#### **HONNEURS**

Nommée officier de l'Ordre du Canada en juin 1983.

Capitaine honoraire (N), 1989.

Doctorat honorifique en droit, Université Saint Francis Xavier, Antigonish (N.-É.), 2002

Doctorat honorifique en droit, Université du Manitoba, Winnipeg (Manitoba), 1999.

Doctorat honorifique en droit, Université Dalhousie, Halifax (N.-É.), 1994

Doctorat honorifique en droit, Université York, Toronto (Ontario), 1992

Doctorat honorifique en lettres et sciences humaines, Université Mount Saint Vincent, Halifax(N.-É.), 1989.

Doctorat honorifique en droit, Wilson College, PA, États-Unis.

Doctorat honorifique en arts appliqués et technologie, Loyalist College, Belleville (Ontario), 1969

#### **CONSEILS D'ADMINISTRATION**

Membre du conseil d'administration de Bata Shoe Organisation, Toronto (Ontario).

Vice-présidente de la Bata Shoe Foundation.

Présidente de la Bata Shoe Museum Foundation, Toronto (Ontario).

#### **AUTRES ACTIVITÉS**

Présidente, conseil consultatif, Erivan K. Haub Program in Business and the Environment

Présidente pour l'Ontario du Conseil de liaison des Forces canadiennes

Vice-présidente, Canadian Naval Memorial Trust, Halifax, Nouvelle-Écosse

Membre, conseil des gouverneurs, Collège militaire royal du Canada, Kingston (Ontario)

Membre, conseil d'administration, Le Conseil atlantique du Canada, Toronto (Ontario)

Membre, conseil des gouverneurs, Jeunes entreprises du Canada, Toronto (Ontario)

(Chairman 1985-1988).

Honorary Chairman, World Wildlife Fund (Canada), Toronto (Ontario)

(Présidente 1983-1985).

Membre, conseil consultatif, Community Foundation of Greater Toronto (Ontario)

Membre, conseil consultatif, Conseil pour le monde des Affaires et des Arts du Canada, Toronto (Ontario).

(Directrice 1975-1995).

Membre, Canadian Advisory Council, Shastri Indo-Canadian Institute, Calgary (Alberta)

Membre honorifique à vie, North York General Hospital Foundation, North York, (Ontario)

Membre honorifique, conseil des gouverneurs, Collège français de Toronto, Toronto (Ontario)

(Membre 1967-1975).

#### **PRIX**

Prix d'excellence Ernst & Young pour l'ensemble de ses réalisations, 2001

Honorary Associate Award, Conférence Board du Canada, 1995

Prime Mentors of Canada Award, 1995

Prix de la femme de l'année décerné par la Chambre de commerce de North York, 1992

McClure International Service Award, 1991

Prix du Temple de la renommée de l'entreprise canadienne, 1991

Prix de SACO pour le développement international, 1990

Prix Shoe Person of the Year, 1985

B'Nai Brith Humanitarian Award, 1984

Paul Harris Fellow Recognition, Rotary International, 1983

Médaille d'argent du Programme des Nations Unies pour l'environnement, 1982

Silver Medal of the United Nations Environmental Programme, 1982





## CANADA

### Ray Boughen

CFLC- Saskatchewan Chair

Ray Boughen has a background in education as well as municipal governance and administration. He was the Mayor of Moose Jaw from 1994 to 2000, and a Vice-President of the Saskatchewan Urban Municipalities Association from 1998 to 2000. Mr. Boughen was appointed Saskatchewan Chair of the Canadian Forces Liaison Council in 2000.

In his 35 years in the field of education, Mr. Boughen has served as a teacher, vice-principal, principal and director of education. He is currently Director of Education for SIAST Campuses. His post-secondary education includes a Bachelor of Science a Bachelor of Education and a Masters of Science majoring in Counselling Psychology and Educational Administration.

Mr. Boughen has run his own consulting and counselling firm since 1993. One of his first contracts was with Temple Gardens Mineral Spa Inc., where he served as Executive Director.

Mr. Boughen is a former charter member of the Wakamow Rotary Club and a current member of the Moose Jaw Rotary. He was chairperson of the 1996 Saskatchewan Summer Games.

Mr. Boughen is currently a member of the Saskatchewan Air Show Board of Directors and was recently appointed Chairman of the Moose Jaw committee for the 2005 Canada Games.

### Ray Boughen

CLFC - Président pour la Saskatchewan

Ray Boughen a suivi des études en éducation et en Gouvernance et administration municipales. Il a été maire de Moose Jaw de 1994 à 2000, et vice-président de la Saskatchewan Urban Municipalities Association de 1998 à 2000. M. Boughen a été nommé président pour la Saskatchewan du Conseil de liaison des Forces canadiennes en 2000.

Au cours de ses 35 ans d'activité dans le domaine de l'éducation, M. Boughen a été enseignant, directeur d'école ad-joint, directeur d'école et directeur de l'enseignement. Il est actuellement directeur de l'enseignement des campus du Saskatchewan Institute of Applied Science and Technology (SIAST). À l'issue de ses études post-secondaires, il a obtenu un baccalauréat ès sciences, un baccalauréat en éducation et une maîtrise ès sciences avec spécialisation en psychologie de l'orientation et en administration de l'enseignement.

M. Boughen dirige sa propre société de conseil et d'orientation depuis 1993. Un de ses premiers contrats a été réalisé pour Temple Gardens Mineral Spa Inc., dont il a été directeur exécutif.

M. Boughen est ancien membre fondateur du Rotary Club de Wakamow et il est actuellement membre du Rotary Club de Moose Jaw. Il a été président des Jeux d'été 1996 de la Saskatchewan.

M. Boughen est actuellement membre du conseil d'administration du Saskatchewan Air Show et a récemment été nommé président du comité de Moose Jaw pour les Jeux du Canada 2005.

## CANADA

### Philippe H. Coupey

CFLC Honourary Chair, Ontario

Philippe Coupey has a long and distinguished career in Personnel and Labour Relations. Born in Montreal in 1938, he received his education at Lower Canada College, Pickering College and Concordia University. While in university he was accepted for the Canadian Officer Training Corp, was commissioned as an officer in the Canadian Army and joined the Royal Montreal Regiment.

Mr. Coupey has 30 years experience in Personnel and Labour Relations. He has worked in various industries and environments. An abbreviated resume includes the following:

- Manager Employee Relations, Inglis Limited, Toronto, 1965-1969
- Manager Industrial Relations, Westinghouse Canada, Hamilton, 1969-1976
- Director of Personnel and Industrial Relations, Toronto General Hospital, 1976-1979
- Vice-President of Personnel and Industrial Relations, Canadian Admiral Corporation, 1979-1982
- Corporate Vice-President, Human Resources and Industrial Relations, Versa Services Ltd.

Mr. Coupey and his wife Joy reside in Mississauga. They have three grown children.

### Philippe H. Coupey

Président honoraire du CLFC, Ontario

Philippe Coupey a à son actif une long carrière distinguée en relations du personnel et de la main-d'oeuvre. Né à Montréal en 1938, il a fait ses études au Lower Canada College, au Pickering College et à l'Université Concordia. Tandis qu'il étudiait à l'université, il a été accepté au Corps-école d'officiers canadiens, a été mandaté en tant qu'officier dans l'Armée canadienne et est entré dans The Royal Montreal Regiment.

M. Coupey a trente ans d'expérience des relations du personnel et de la main-d'oeuvre. Il a travaillé dans diverses industries et environnements. Voici un résumé de ses réalisations :

- Chef des relations de travail, Inglis Limited, Toronto, 1965-1969
- Chef des relations industrielles, Westinghouse Canada, Hamilton, 1969-1976
- Directeur des relations du personnel et de la main-d'oeuvre, Toronto General Hospital, 1976-1979
- Vice-président des relations de travail et des relations industrielles, Canadian Admiral Corporation, 1979-1982
- Vice-président général, Ressources humaines et relations industrielles, Versa Services Ltd.

M. Coupey et son épouse, Joy, habitent à Mississauga. Ils ont trois enfants maintenant adultes.

## CANADA

### Léo M. Desmarteau

Executive Director  
Canadian Forces Liaison Council

Léo M. Desmarteau joined the Department of National Defence in July 1991 as Executive Director of the Canadian Forces Liaison Council (CFLC). Mr. Desmarteau was mandated to revitalize the CFLC and establish an effective employer support program for Canada's Reserve Force. In 1995 Mr. Desmarteau received a Deputy Minister's Commendation for "His dedicated service and the energy that he put into the program, contributing to the Liaison Council's spectacular success."

Prior to this appointment, for eight years, Mr. Desmarteau was Coordinator of French Language Services for two ministries and 20 agencies of the Ontario provincial government. As Director of Media for eight years with the Council of Ministers of Education, Canada, Mr. Desmarteau was responsible for the annual production and distribution of the Canadian School broadcasts. His past experience also includes the positions of Director of Financial Aid Services at the University of Ottawa and Executive Director of the Canadian Council for Research in Education.

Mr. Desmarteau is a graduate of the University of Ottawa and holds degrees in arts, philosophy and education. He is married to Ursula (née Grant) of Corbin, Newfoundland and Labrador, who is a professional translator. They have two children.

### Léo M. Desmarteau

Directeur Exécutif  
Conseil de Liaison des Forces Canadiennes

Léo M. Desmarteau est entré au ministère de la Défense nationale en juillet 1991 comme directeur exécutif du Conseil de liaison des Forces canadiennes (CLFC). Il a été chargé de revitaliser le CLFC et de créer un programme efficace de soutien des employeurs pour la Force de réserve du Canada. En 1995, M. Desmarteau a reçu une mention élogieuse du sous-ministre pour « son service dévoué et l'énergie qu'il consacre au programme, contribuant ainsi au succès spectaculaire du Conseil de liaison » [traduction].

Avant sa nomination, M. Desmarteau avait été pendant huit ans coordonnateur des services en français pour deux ministères et vingt organismes du gouvernement de l'Ontario. En sa qualité de directeur des médias pendant huit ans auprès du Conseil des ministres de l'Éducation du Canada, M. Desmarteau a été responsable de la production et de la diffusion annuelles des émissions de la Canadian School. Il a notamment aussi été directeur des services d'aide financière de l'Université Ottawa et directeur exécutif du Conseil canadien pour la recherche en éducation.

M. Desmarteau est diplômé de l'Université d'Ottawa et titulaire de diplômes en arts, philosophie et éducation. Il est marié à Ursula (née Grant) de Corbin (Terre-Neuve-et-Labrador), une traductrice professionnelle. Ils ont deux enfants.



## CANADA

### John C. Eaton

National Chair  
Canadian Forces Liaison Council

Mr. Eaton is Chairman of the Board, Eaton's of Canada Inc.

Mr. Eaton joined The T. Eaton Co. Limited in 1954 and became a Director in 1967. He was appointed Chairman of the Board, Eaton's of Canada Limited in 1969. In 1989 he assumed the position of National Chair of the Canadian Forces Liaison Council. In 1999 he was appointed Chancellor of Ryerson University. In 1991 he was awarded the Order of Ontario. In 2000 he was appointed Chair, Ontario Parks Board of Governors.

Recent community involvement has included Founding Chair, Trillium Foundation; Founding Chair, Hearing Foundation of Canada; Honorary Colonel of 400 (City of Toronto) Squadron, Ducks Unlimited Canada (Past Chair and President), Upper Canada College (Past Chair), Royal Agricultural Winter Fair (Past President), The Toronto Blue Jays Baseball Club (Past Director).

Noted for his extensive and active involvement Mr. Eaton holds a range of other directorships including Sky Blue Marlin Inc., Ryerson University Crown Foundation, The Timothy Eaton Memorial Church, The Olympic Trust of Canada, Trustee of The John C. and Sally Horsfall Eaton Foundation, Honorary Director Air Cadet League of Canada, Negaune (Honorary Colonel) 3rd Canadian Ranger Patrol Group, Honorary Trustee, The Upper Canada College Foundation. In the past he was also Chair The Salvation Army Metro Toronto Advisory Council; Governor York University, National Chair, The Charlie Conacher Cancer Research Fund; Honorary Chair, The Hugh MacMillan Rehabilitation Centre, President, National Youth Orchestra.

Mr. Eaton has been the recipient of many awards including the Order of Ontario, Knight of Justice of the Most Venerable Order of the Hospital of St. John of Jerusalem for his outstanding contribution to St. John's Ambulance, Doctor of Commerce, honoris causa, Ryerson University (D.Com.)

Mr. Eaton was educated at Upper Canada College and Harvard University.

## CANADA

### John C. Eaton

Président national  
Conseil de liaison des Forces canadiennes

Monsieur Eaton est le président du conseil d'administration de Eaton's of Canada Inc.

Monsieur Eaton s'est joint à la compagnie The T. Eaton Co. Limited en 1954. Il en est devenu un des administrateurs en 1967 et a accédé à la présidence du conseil d'administration de Eaton's of Canada Limited en 1969. En 1989, il est nommé président du Conseil de liaison des Forces canadiennes. En 1991, on lui décerne l'Ordre de l'Ontario. En 1999, il est nommé chancelier de l'Université polytechnique Ryerson. En 2000, il devient président du Conseil des gouverneurs des parcs de l'Ontario.

Monsieur Eaton s'est fait remarquer pour sa participation des plus actives dans le secteur du bénévolat. Il a été, entre autres, colonel honoraire du 400<sup>e</sup> Escadron (Ville de Toronto). Il siège à d'autres conseils d'administration, parmi lesquels Canards Illimités (ancien président du conseil et président-directeur général); le Trust olympique du Canada; Upper Canada College (ancien président); Royal Agriculture Winter Fair (ancien président); The Toronto Blue Jays Baseball Club (ancien administrateur); The Timothy Eaton Memorial Church et la Fondation Eaton; Directeur honoraire de la Ligue des cadets de l'air du Canada; Negaune (lieutenant-colonel honoraire) 3<sup>e</sup> groupe de patrouille Ranger.

Il s'est également intéressé aux activités communautaires. Entre autres, citons, président fondateur, Fondation Trillium; président fondateur, Canadian Hearing Society Foundation; président honoraire, Centre de réhabilitation Hugh MacMillan; président, Conseil consultatif de l'Armée du Salut de la région de Toronto; président national, Fonds de recherche sur le cancer Charlie Conacher; président, Orchestre national des jeunes et gouverneur de l'Université York.

Monsieur Eaton a reçu plusieurs prix et décorations, dont l'Ordre de l'Ontario, chevalier de grâce du Très Vénérable Ordre hospitalier de St-Jean de Jérusalem, en reconnaissance de sa contribution exceptionnelle à l'Ambulance St-Jean; docteur honorifique en Commerce, de l'Université polytechnique Ryerson (D.Com.).

Monsieur Eaton a fait ses études au Upper Canada College et à l'université Harvard.



## CANADA

### Lieutenant-Colonel Gerald C. Holden, CD

CFLC Liaison Officer - Ontario

Lieutenant-Colonel Holden was born in St. Thomas, Ontario in 1955. He joined the Elgin Regiment (RCAC) now the 31 CER in 1971. After attaining the rank of Master Corporal and qualifying his part I of the Senior NCO Course he applied for, and was subsequently Commissioned in May of 1978. Lieutenant Colonel Holden was promoted Lieutenant in 1980 and was appointed Adjutant in 1982 ahead of several Captains within his unit. He was promoted Captain in 1983 and was appointed Battle Captain and then 2IC of A Sqn rapidly thereafter. In 1985 he was appointed OC A Sqn, in that year the unit won the Howard trophy presented as the Most Improved Armoured Reserve Unit in Canada. LCol Holden was transferred to London Militia District Headquarters where he was appointed the OC LMD Battle School. After two years at the headquarters, and a promotion to Major, he returned to his unit and was again appointed as OC A Sqn. The following year he attended the MCSC, finished top in his syndicate, and in the top third of the class. During that same year he was appointed by the District Commander as the OC Armoured Training Squadron at the Area Rank and Trade School in Meaford. In 1991 he was appointed DCO of the Elgin Regiment. In 1992 he was appointed the Regimental 2ic of the Composite, 1st Recce Regiment during summer concentration. LCol Holden was promoted to his current rank in February 1993, that summer he was privileged to be appointed the Commanding Officer of the Composite 1st Recce Regiment.

During LCol Holden's career some of his highlights and proudest moments included being the recipient of the Elgins highest honour, he was presented with The "Ex Commanding Officer's Sword" symbolic of the Units most Outstanding Officer in 1981,82,83 as a Lieutenant, and then again in 1988 as a Major. He is a graduate, and the first reserve officer to attend the International Management, Command and Staff College Course, at The Lester B. Pearson Canadian International Peacekeeping Center in Cornwallis Nova Scotia (1996). He was selected to attend the United States National Defence University, International, National Security Course in Washington DC (1999). His Unit was awarded the Howard Trophy as the most improved Reserve Armoured Regiment in Canada (1995), the Cumberland Trophy as The Best Reserve Armoured Regiment in Central Region, and subsequently presented The Worthington Trophy as the Best Armoured Reserve unit in Canada (1996). LCol Holden is as well very proud of the fact that he along with his Regimental Council cooperatively participated in laying the ground work for a very successful re-rolling of the Elgins from Armoured to Combat Engineers (1997). LCol Holden was presented with the 125th Anniversary Medal (1993), as well as the Golden Jubilee Medal (2002), the later of which was presented by the Secretary of State for Eastern Europe and the Mid East by the Honourable Gar Knutson.

After leaving Command, Lieutenant Colonel Holden was appointed as the Western Ontario Liaison Officer (1996), acting as a resource for a total of 26 Reserve Units (Western Ontario). He was appointed as the Provincial Secretary to the Ontario Council of the Canadian Forces Liaison Council in 1997 a position he still holds. In 1998 he was asked to accept the position of Assistant Chief of Staff 31 Canadian Brigade Group while still carrying out his CFLC responsibilities, he held this position until the fall of 1999.

Lieutenant Colonel Holden is a graduate of Fanshawe (London), and George Brown Colleges (Toronto). He is the Director of Engineering for the Greater London International Airport, in London Ontario. LCol Holden is as well the President of the London and Area Chapter for the International Facilities Managers Association, he is a member of the St. Raphael's School Council and is very active in his church, St. Annes. He is married to Lori Lynn (nee Van Bree) of Iona, Ontario, and has three children, two boys, Jason (20 yrs), Joey (12 yrs) and one little girl Nikki (9 yrs).

## CANADA

### lieutenant-colonel Gerald C. Holden, CD

CLFC Officier de Liaison - Ontario

Le lieutenant-colonel Holden est né en 1955 à St. Thomas, en Ontario. Il s'enrôle en 1971 dans le Régiment Elgin (CBRC), maintenant le 31 RG. Après avoir obtenu le grade de caporal-chef et réussi la partie I du cours de sous-officier supérieur, il se voit décerner son brevet d'officier en mai 1978. Il est promu lieutenant en 1980 et, en 1982, est choisi parmi plusieurs capitaines de son unité pour être nommé capitaine-adjutant. Il est promu capitaine en 1983 et est nommé capitaine de bataille, puis commandant adjoint de l'escadron A peu après. En 1985, il est nommé commandant de l'escadron A et, la même année, l'unité remporte le trophée Howard décerné à l'unité blindée de la Réserve ayant fait preuve de la meilleure amélioration. Le Lcol Holden est muté au Quartier général de la Milice – District London où il est nommé commandant de l'École de combat du LMD. Après avoir passé deux années au quartier général et reçu sa promotion de major, il retourne à son unité et est à nouveau nommé commandant de l'escadron A. L'année suivante, il participe au CCEM, termine premier de son groupe d'étude et dans le premier tiers de sa classe. La même année, il est nommé, par le commandant du District, commandant de l'entraînement de l'escadron blindé à l'École de secteur – Grades et métiers, à Meaford. En 1991, il est nommé commandant adjoint du Régiment Elgin, puis, en 1992, commandant adjoint du 1er Régiment mixte de reconnaissance durant le stage d'instruction collective d'été. Il a été promu à son grade actuel en février 1993 et, durant l'été de la même année, il a le privilège d'être nommé commandant du 1er Régiment mixte de reconnaissance.

Parmi les moments forts et les plus dignes de fierté de sa carrière, il faut noter qu'il reçoit les plus grands honneurs du Régiment Elgin : l'« épée de l'ex-commandant », prix symbolique décerné à l'officier le plus remarquable des unités, en tant que lieutenant en 1981, 1982 et 1983, puis en tant que major en 1988. Il est le premier officier de la Réserve à suivre le cours d'état-major, de gestion et de commandement international au Centre canadien international Lester B. Pearson pour la formation en maintien de la paix, à Cornwallis, en Nouvelle-Écosse (1996). Il est choisi pour participer au cours sur la sécurité nationale et internationale à l'Université de la Défense nationale des États-Unis, à Washington (1999). Son unité remporte le trophée Howard (1995) décerné au régiment blindé de la Réserve ayant fait preuve de la meilleure amélioration, le trophée Cumberland décerné au meilleur régiment blindé de la Région du Centre, puis le trophée Worthington (1996) remis à la meilleure unité blindée de la Réserve du Canada. Le Lcol Holden est aussi très fier du fait que lui et son conseil régimentaire ont collaboré pour préparer la réorganisation, réussie avec grand succès, du Régiment blindé Elgin en un régiment de génie de combat (1997). Il reçoit, en 1993, la Médaille du 125e anniversaire et, en 2002, la Médaille du jubilé, qui lui est remise par le secrétaire d'État pour l'Europe centrale et le Moyen-Orient, l'honorable Gar Knutson.

Après avoir quitté le commandement, le lieutenant-colonel Holden est nommé officier de liaison pour l'ouest de l'Ontario (1996), agissant comme personne-ressource auprès de 26 unités de la Réserve (ouest de l'Ontario). Il est nommé secrétaire provincial pour le Conseil de l'Ontario du Conseil de liaison des Forces canadiennes en 1997, poste qu'il occupe toujours. En 1998, il accepte le poste de Chef d'état-major adjoint du 31e Groupe-brigade du Canada, poste qu'il occupe jusqu'à l'automne 1999 tout en s'acquittant de ses responsabilités auprès du CLFC.

Le lieutenant-colonel Holden est diplômé du Collège Fanshawe (London) et du Collège George Brown (Toronto). Il est directeur du génie à l'aéroport international du Grand London, à London, en Ontario, et président de la section régionale de London pour l'International Facilities Managers Association. Il est membre du conseil de l'école St. Raphael et est très actif dans sa paroisse, St. Annes. Il est marié à Lori Lynn (née Van Bree) de Iona, en Ontario, et a trois enfants : deux garçons, Jason (20 ans) et Joey (12 ans), et une petite fille, Nikki (9 ans).



## CANADA

### The Honourable Peter M. Liba

C.M., O.M., LL.D. (Man), LL.D. (Bdn)  
CFLC Provincial Chairman Manitoba and NW Ontario

The Honourable Peter M. Liba is Chairman of the Canadian Forces Liaison Council for Manitoba and Northwestern Ontario.

Mr. Liba served as the 22nd Lieutenant Governor of Manitoba from 1999 to 2004 and was a staunch supporter of the Canadian Forces and the important role of reservists during his term.

Before assuming the highest office in the province, representing The Queen as Manitoba's head of state, Mr. Liba was a senior executive in private broadcasting whose business career was complemented with a distinguished record of community service.

He was named to the Order of Canada in 1984 and received Canada's 125th Anniversary of Confederation Medal in 1992 and The Queen's Golden Jubilee Medal in 2002. He became the first Member of the Order of Manitoba on its creation in 1999 and served as its first Chancellor during his term as Lieutenant Governor. He is a Knight of Justice of the Order of St. John, and served as Vice Prior for Manitoba.

Mr. Liba has been awarded Honorary Doctor of Laws degrees by the University of Manitoba and Brandon University.

Born in Winnipeg where he was raised and educated, he started his career in 1957 as a journalist with The Portage la Prairie Daily Graphic and The Neepawa Press. In 1959, he joined The Winnipeg Tribune as a reporter and served in various editorial roles before being appointed City Editor in 1967. In 1974, Mr. Liba began a long and successful association with the CanWest Group of Companies, and was one of the founding shareholders. From a single television station in Winnipeg, it has grown into an international multi-media company with holdings in Canada that include the Global Television Network, The National Post and other daily newspapers.

Mr. Liba served as President and Chief Executive Officer of CKND Television in Manitoba and SaskWest Television in Saskatchewan before being appointed Executive Vice-President of the parent company, CanWest Global Communications Corp., with responsibilities in Canada, Australia, New Zealand and Chile. He served on the Board of several CanWest Global companies in Canada, and as a Director of Network Ten in Australia, TV3 in New Zealand and La Red Television Network in Chile. He was also a Director of Atomic Energy of Canada for five years.

Mr. Liba served as President of the Broadcasters Association of Manitoba, President of the Western Association of Broadcasters, and Chair of the Canadian Association of Broadcasters.

He was named Broadcaster of the Decade in 1994 by the Western Association of Broadcasters and in 1998 was inducted into the Canadian Broadcast Hall of Fame. In 1999, he received the Canadian Association of Broadcasters' highest honour, the Special Gold Ribbon Award, commemorating his appointment as Lieutenant Governor and acknowledging his "outstanding contribution to the Canadian private broadcasting industry, his community and to Canada."

His business career was matched by numerous charitable and volunteer roles. He served as a Director of St. Boniface General Hospital from 1987 to 1999 and as Chairman of the Board from 1992 until his appointment as Lieutenant Governor. Mr. Liba was Founding Chairman of the Variety Club Telethon, which has raised more than \$19 million for disabled and disadvantaged children in Manitoba. He served as President and a Director of the Winnipeg Convention Centre, and as a Director of the Manitoba Heart Foundation, Canadian Association of Christians and Jews (Prairie Region), Winnipeg Chamber of Commerce and Winnipeg's Refugee Assistance Committee.

He also held elective office as a School Trustee of the Transcona-Springfield School Division.

Mr. Liba and his wife Shirley have three grown children and four grandchildren.





## CANADA

### L'honorable Peter M. Liba

C.M., O.M., LL.D. (Man), LL.D. (Bdn)  
CLFC Président - Manitoba et le Nord-ouest de l'Ontario

L'honorable Peter M. Liba est président du Conseil de liaison des Forces canadiennes pour le Manitoba et le Nord-Ouest de l'Ontario.

M. Liba a servi en tant que 22<sup>e</sup> lieutenant-gouverneur du Manitoba de 1999 à 2004, période durant laquelle il a été un défenseur ardent des Forces canadiennes et du rôle important des réservistes. Avant d'assumer ses fonctions en qualité de premier magistrat de la province et chef d'État du Manitoba représentant de la reine, M. Liba occupait des postes en tant que membre de la haute direction de diverses sociétés privées de radiodiffusion, qui a su enrichir ses obligations professionnelles d'un engagement communautaire remarquable.

Après avoir été admis à l'Ordre du Canada en 1984, il reçoit la Médaille commémorative du 125<sup>e</sup> anniversaire de la Confédération du Canada en 1992, ainsi que la Médaille commémorative du jubilé de Sa Majesté la reine, en 2002. De plus, en 1999, il devient le premier membre de l'Ordre du Manitoba, qui voit alors le jour, et en devient le premier chancelier pendant son mandat en qualité de lieutenant gouverneur. Il est actuellement Chevalier de la justice de l'Ordre de Saint-Jean et a déjà rempli les fonctions de vice-prieur de la section manitobaine de l'Ordre. M. Liba est aussi détenteur de doctorats honorifiques en droit que lui ont conférés l'Université du Manitoba et l'Université de Brandon.

M. Liba est né à Winnipeg, où il a grandi et fait ses études, avant d'entamer sa carrière en 1957, en tant que journaliste du *Daily Graphic* de Portage-la-Prairie et de la *Neepawa Press*. En 1959, il devient journaliste du *Winnipeg Tribune* et occupe divers postes en tant que membre du service de rédaction avant d'être nommé directeur des nouvelles locales en 1967.

L'année 1974 marque le début d'une association durable et fructueuse entre M. Liba et le groupe CanWest, dont il deviendra actionnaire et un des fondateurs. Issue d'une seule station de télédiffusion située à Winnipeg, la société s'est transformée en entreprise multimédia d'envergure internationale avec des filiales au Canada qui comprennent le réseau Global Television Network, le journal *The National Post* et d'autres quotidiens.

M. Liba remplit d'abord les fonctions de président-directeur général des stations de télédiffusion CKND, au Manitoba, et Sask-West, en Saskatchewan, avant d'être nommé au poste de vice-président directeur de la société mère, exerçant ainsi ses fonctions au Canada, en Australie, en Nouvelle-Zélande et au Chili. M. Liba a également été membre des conseils d'administration de diverses sociétés canadiennes

ne faisant partie de CanWest Global, ainsi que des conseils d'administration du réseau Network Ten, en Australie, de TV3, en Nouvelle-Zélande, et du réseau de télévision La Red, au Chili. De plus, il a fait partie du conseil d'administration d'Énergie atomique du Canada.

Il a aussi rempli les fonctions de président de la Broadcasters Association of Manitoba (association des radiodiffuseurs du Manitoba), président de la Western Association of Broadcasters (association des radiodiffuseurs de l'Ouest) et président de l'Association canadienne des radiodiffuseurs.

En 1994, il obtient de la Western Association of Broadcasters le titre de « Broadcaster of the Decade » (communicateur de la décennie) et, en 1998, est admis à l'Ordre du mérite de la radiotélévision canadienne. En 1999, il reçoit le Ruban d'or, la plus haute distinction de l'Association canadienne des radiodiffuseurs, qui lui est décerné en reconnaissance de sa nomination au poste de lieutenant gouverneur et de la « contribution exceptionnelle qu'il a apportée à sa collectivité, au pays et plus particulièrement au secteur privé de la radiodiffusion au Canada. »

Parallèlement à sa vie professionnelle, M. Liba remplissait de nombreux rôles en tant que bénévole et membre d'organismes de bienfaisance. Ainsi, il fait partie du conseil d'administration de l'hôpital général Saint-Boniface de 1987 à 1999, qu'il présidera de 1992 jusqu'à sa nomination au poste de lieutenant gouverneur. M. Liba a également été président fondateur du comité organisateur du téléthon de Variety Club, qui a permis de réunir jusqu'ici plus de 19 millions de dollars au profit des enfants handicapés ou défavorisés du Manitoba. De plus, il a été membre du conseil d'administration du Centre des congrès de Winnipeg, qu'il a également présidé, de la Fondation des maladies du cœur du Manitoba, de la section régionale du Conseil canadien des Chrétiens et des Juifs (région des Prairies), de la Chambre de commerce de Winnipeg et du Comité d'aide aux réfugiés de Winnipeg.

Il a également détenu une charge électorale en tant que commissaire d'écoles de la division scolaire Transcona-Springfield.

M. Liba et sa femme Shirley ont trois enfants adultes et quatre petits-enfants.

## CANADA

### Lieutenant-Colonel G. Grant McLean, OMM, CD

CFLC Liaison Officer - Alberta

Lieutenant-Colonel G. Grant McLean was born and raised in Manitoba. He began his military career in 1960 when he became a member of the Queen's Own Cameron Highlanders Cadet Corps as a drummer in the pipe band. He later joined the parent unit, the Queen's Own Cameron Highlanders, which is a Reserve unit, and served as a bandman. After three years of dedicated service, he rose to the dizzying rank of drummer.

In 1968 after graduating from university with a degree in history and political science, he was commissioned as an officer with the Regular component of the Canadian Armed Forces. He was assigned to the Royal 22nd Regiment, a French-speaking unit that is more commonly known as the Van Doos. During his career as an officer he served at various locations in Canada, West Germany where he was accorded a community services award and on United Nations peacekeeping duties in Cyprus. He also completed two tours of duty with the Canadian Airborne Regiment. He later completed a posting with the Canadian Airborne Centre as a freefall parachute instructor and Administrative Officer with the Canadian Forces Parachute Team, the Skyhawks.

He left the Regular Force in 1982 and commenced a career with the Alberta Department of the Solicitor General where he is still employed as a senior manager in the Correctional Services Division. He has continued to serve in the Forces with the Reserves where he has been employed in a variety of District staff positions including Senior Staff Officer-Operations, recruiting officer, Commandant of the District Battle School and Senior Staff Officer (now Chief of Staff). From 1992-96 he was employed as Directing Staff for the Militia Command and Staff Course. In 1997 he attended and graduated from the Reserve component of the strategic studies program of the National Defence University in Washington, DC.

He assumed command of the Loyal Edmonton Regiment, a Reserve unit, in May 1996 and commanded until December 1998. In 1999 he became the Liaison Officer for the Canadian Forces Liaison Council in Northern Alberta. The following year he assumed the duties of Branch Head for the Civil Military Cooperation (G9-CIMIC) for Land Force Western Area. He presently continues to cover off both positions.

Lieutenant-Colonel McLean received a certificate in management development from the University of Calgary in 1985 and later a certificate in local government studies from the University of Alberta in 1987. In May 1995, he graduated with distinction from a senior executive fellows program in local government studies and received the Director's Award for a distinguished research paper and academic excellence.

He served two terms as Mayor of the City of Airdrie and was returned to office for his second term by acclamation. He was Aide de Camp to the Lieutenant Governor of Alberta from 1982 – 1990.

Lieutenant-Colonel McLean resides in St Albert Alberta. He was awarded the Order of Military Merit (OMM) in November 2004.

## CANADA

### lieutenant-colonel G. Grant McLean, O.M.M., C.D.

Officier de liaison du CLFC - Alberta

Le lieutenant-colonel G. Grant McLean naît et grandit au Manitoba. Il entreprend sa carrière militaire en 1960 alors qu'il s'enrôle comme batteur dans le corps de cornemuses des cadets du Queen's Own Cameron Highlanders. Il devient ensuite membre du Queen's Own Cameron Highlanders, une unité de la Réserve, comme fanfariste. Après trois ans de service dévoué, il est promu au titre convoité de batteur.

En 1968, après avoir obtenu un diplôme universitaire en histoire et en science politique, il devient officier au sein de la Force régulière des Forces armées canadiennes. Il est affecté au Royal 22<sup>e</sup> Régiment, une unité francophone mieux connue par les anglophones sous le nom de Van Doos. Au cours de sa carrière comme officier, il sert à divers endroits au Canada, en Allemagne de l'Ouest, où on lui décerne un récompense pour sa participation aux services communautaires, de même qu'à Chypre, dans le cadre de missions de paix des Nations Unies. Il participe également à deux missions avec le Régiment aéroporté du Canada. Il est ensuite muté au Centre des opérations aéroportées du Canada à titre d'instructeur – chute libre et d'officier d'administration au sein de l'Équipe de parachutistes des Forces canadiennes, les Skyhawks.

Il quitte la Force régulière en 1982 et amorce une carrière au sein du gouvernement de l'Alberta, département du solliciteur general, où il est toujours cadre supérieur de la Division des services correctionnels. Il continue de servir dans les Forces canadiennes, au sein de la Réserve, où il occupe divers postes d'état-major de district, notamment celui d'officier supérieur d'état-major – Opérations, d'officier de recrutement, de commandant de l'École de combat de district et d'officier d'état-major (aujourd'hui chef d'état-major). De 1992 à 1996, il est membre du groupe de direction du Cours de commandement et d'état-major de la Milice. En 1997, il suit et réussit le programme d'études stratégiques des réservistes de la *National Defence University*, à *Washington (DC)*.

Il assume, de mai 1996 à décembre 1998, le commandement du Loyal Edmonton Regiment, une unité de la Réserve. En 1999, il devient l'officier de liaison du Conseil de liaison des Forces canadiennes du nord de l'Alberta. L'année suivante, il remplit les fonctions de chef de la coopération civilo-militaire (G9-COCIM) du Secteur de l'Ouest de la Force terrestre. Il occupe encore ces deux postes.

Le lieutenant-colonel McLean obtient en 1985, à l'Université de Calgary, un certificat de perfectionnement en gestion, puis en 1987, un certificat en études sur l'administration locale à l'Université de l'Alberta. En mai 1995, il est diplômé avec distinction en études sur l'administration locale dans le cadre d'un programme de chargé d'études et reçoit le prix du directeur pour un document de recherche exemplaire et pour son excellence universitaire.

Il a été maire de la ville d'Airdrie pendant deux mandats, ayant élu par acclamation lors du second mandat. Il est aide de camp du lieutenant-gouverneur de l'Alberta de 1982 à 1990.

Le lieutenant-colonel McLean demeure à St Albert, en Alberta. Il reçoit l'Ordre du mérite militaire (OMM) en novembre 2004.



## CANADA

### Major-General H.M. Petras, CD

Chief Reserve and Cadets

Major-General Petras was born in Austria and raised in Sudbury, Ontario. He has a Bachelor of Arts Degree from Laurentian University, in Sudbury, and a Masters Degree from the University of Toronto.

His civilian career was in the education sector, where he served as Director of Athletics, and then Principal of St Charles College. While holding the appointment of Director General Land Reserve, he worked in a half time capacity as a senior administrator at the Sudbury Catholic School Board.

Major-General Petras began his military career at the age of 16 when he joined 33 Technical Squadron Royal Canadian Electrical and Mechanical Engineers. He attained the rank of Warrant Officer. On graduation from university he transferred to the infantry and was commissioned as a Lieutenant. He held various regimental appointments, including operations officer and company commander. During the summer of 1976, he qualified as a military parachutist, followed by Staff College. He was appointed Deputy Commanding Officer of the Second Battalion the Irish Regiment of Canada in September of that year.

In 1979, he was promoted to Lieutenant Colonel and appointed as Commanding Officer of the Second Battalion. In 1980, he was selected to attend the United States Marine Corps Command and Staff College in Quantico, Virginia, USA. In October of 1982, following presentation of Colours to the unit, he relinquished command of the 2nd Battalion and was subsequently appointed Deputy Commander of Northern Ontario Militia District (now 33 Canadian Brigade Group). He was appointed Commander in 1985. On relinquishing command in 1988, General Petras was posted to Land Force Central Area Headquarters (Strategic plans). In 1991 he was appointed Director of the Militia Officer Training School and in 1994, Deputy Chief of Staff (Operations) at Land Force Central Area Headquarters.

He was promoted to the rank of Brigadier-General and appointed Deputy Commander of Land Force Central Area in 1996. In August 1999, he was posted to Chief of Land Staff, to do Language and Senior Leadership training. The following year, Major-General Petras was appointed Director General Land Reserves in Land Staff. In July 2003, he was appointed Director General Land Combat Development in Kingston, Ontario, serving in a full time capacity until his appointment as Chief of Reserves and Cadets in December of 2004.

CANADA

## CANADA

### major-général H.M. Petras, CD

Chef – Réserve et Cadets

Le major-général Petras est né en Autriche, mais a grandi à Sudbury, en Ontario. Il possède un baccalauréat ès arts de l'Université Laurentienne, à Sudbury, et une maîtrise de l'Université de Toronto.

Sa carrière civile se déroule dans le secteur de l'éducation, où il est directeur des sports puis de directeur du St Charles College. Durant les trois dernières années, en plus d'assumer les fonctions de Directeur général – Réserve terrestre, il travaille aussi à temps partiel comme administrateur supérieur de la Commission des écoles catholiques de Sudbury.

Le mgén Petras débute sa carrière militaire à l'âge de 16 ans, lorsqu'il se joint au 33e Escadron technique du Corps royal canadien des ingénieurs électriciens et mécaniciens. Il atteint le grade d'adjudant. Une fois son diplôme universitaire obtenu, il passe à l'infanterie et il est reçoit une commission de lieutenant. Il occupe différents postes régimentaires, dont officier des opérations et commandant de compagnie. Durant l'été 1976, il se qualifie en tant que parachutiste militaire, puis fréquente le Collège d'état-major. En septembre de la même année, il est nommé commandant adjoint du 2e Bataillon de l'Irish Regiment of Canada.

En 1979, il est promu lieutenant-colonel et assume le commandement du 2e Bataillon. Il est choisi en 1980 pour étudier au United States Marine Corps Command and Staff College à Quantico, en Virginie. En octobre 1982, à la suite de la présentation du drapeau, il renonce au commandement du 2e Bataillon et est affecté au District militaire du Nord de l'Ontario (maintenant le 33e Groupe-brigade du Canada), en qualité de commandant adjoint. Il en prend le commandement en 1985.

En 1988, le colonel Petras renonce à son commandement et il est muté au Quartier général du Secteur du Centre de la Force terrestre (Planification stratégique). Il devient le directeur de l'École des officiers de la Milice en 1991, puis en 1994, il est réaffecté au Quartier général du Secteur du Centre de la Force terrestre, à titre de Sous-chef d'état-major – Opérations.

Promu brigadier-général en 1996, on lui attribue le poste de commandant adjoint du Secteur du Centre de la Force terrestre.

En août 1999, il est affecté auprès du Chef d'état-major de l'Armée de terre et il est chargé de l'enseignement du français et du leadership chez les officiers supérieurs.

En août 2000, le Bgén Petras est nommé Directeur général - Réserve de l'Armée de terre, au sein de l'État-major de l'Armée de terre.

En juillet 2003, il accepte le poste de Directeur général - Développement des méthodes de combat de la force terrestre à Kingston, en Ontario, poste qu'il occupe à temps plein jusqu'à sa nomination en tant que chef des réserves en décembre 2004.



## CANADA

### Colonel Marcia Quinn, RN, OMM, CD

Colonel Quinn is a Registered Nurse and Health Services Officer who is currently employed full time as the Reserve Advisor to the Director General of Health Services at CF H Svcs Gp HQ in Ottawa and is the Team Leader for the Reserves within the Health Services Renewal Project (Rx 2000).

Col Quinn has held many command and staff positions within the Reserves. She has commanded two field/line Medical units (Role 2) and has also commanded a Reserve Army Brigade Group (41 Canadian Brigade Group, in the province of Alberta). As a staff Officer she has spent time at the Militia Command and Staff school where she was Course Commander on the Junior Officer Staff Course. She has also worked at Brigade Group HQ as the Senior Staff Officer-Administration, and as the Deputy Chief of Staff. In 1998 she was promoted to Colonel and appointed as Commander of 41 CBG. In early 2000, she gave up command of the Brigade to take on the responsibilities of leading the Reserve portion of the Health Services Renewal project and to become the first Reserve Advisor to the Director General Health Services (DGHS). During her current appointment to the DGHS, Colonel Quinn has also developed a new and operational working relationship with the United States Army Reserve Medical Services, for Canada's HS Reserves.

In 2004, Colonel Quinn was elected as the International President of the Interallied Confederation of Medical Reserve Officers (CIOMR). She is also a member of the Chief of Reserves and Cadets Council, as the senior Health Services (Reserve) representative and has been selected as the Reserve representative to the new Veterans Affairs Canada – Canadian Forces Advisory Council (VAC-CFAC), a body whose membership has been chosen to focus on the priorities of the implementation of Bill C-45.

Col Quinn is a member of the Alberta Association of Registered Nurses and an international member of the Association of Military Surgeons of the United States (AMSUS).

Colonel Quinn is married to Ken Quinn and resides in Ottawa. She has three (3) grown children - Ian, Kevin and Teresa who all reside in Calgary, Alberta.

## CANADA

### colonel Marcia L. Quinn, inf. aut., OMM, CD

Le colonel Quinn, infirmière autorisée et officier des services de santé, est présentement employée à temps plein à titre de conseillère de la Réserve, auprès du Directeur général - Services de santé au QG GSSFC, et de chef d'équipe du groupe de la Réserve dans le cadre du Projet de renouveau des services de santé (Rx 2000).

Au fil des ans, le col Quinn occupe de nombreux postes de commandement et d'état-major dans la Réserve. Elle commande deux unités de campagne/ligne (second rôle) ainsi qu'un groupe brigade de l'Armée de terre – Réserve (le 41<sup>e</sup> Groupe-brigade du Canada, dans la province de l'Alberta). À titre d'officier d'état-major, elle travaille à l'école de commandement et d'état-major (Milice) où elle est commandant pour le Cours d'état-major à l'intention des officiers subalternes. Elle assume par la suite le rôle d'officier supérieur d'état-major – Administration et de chef d'état-major adjoint au QG du Groupe-brigade. En 1998, elle est promue colonel et nommée commandant du 41 GBC. Au début de 2000, elle renonce à ce poste en vue de diriger les aspects qui concernent la Réserve dans le cadre du Projet de renouveau des services de santé et de devenir conseillère de la Réserve auprès du Directeur général - Services de santé (DGS San). Au cours de son présent mandat auprès du DGS San, le colonel Quinn établit en outre une nouvelle relation de travail fonctionnelle entre les services médicaux de la United States Army Reserve et la Réserve des soins de santé du Canada.

En 2004, le colonel Quinn accède à la présidence internationale de la Confédération interalliée des officiers médicaux de réserve (CIOMR). Par ailleurs, elle est désignée représentante des Services de santé (Réserve) au Conseil du Chef – Réserves et cadets ainsi que représentante de la Réserve au nouveau Conseil consultatif sur les Forces canadiennes d'Anciens Combattants Canada (CCFC-ACC), une entité dont les membres ont été sélectionnés pour se pencher sur les priorités du Projet de loi C-45.

Le col Quinn est membre de l'Alberta Association of Registered Nurses et membre international de l'Association of Military Surgeons of the United States (AMSUS).

Elle est mariée à Ken Quinn et habite Ottawa. Ses trois enfants qui sont adultes, Ian, Kevin et Teresa, habitent tous à Calgary, en Alberta.



## CANADA

### **Brigadier General Dennis C. Tabbernor, OMM, CD**

Brigadier General Dennis C. Tabbernor started his military career as a reservist with The Royal Winnipeg Rifles in September 1967. He spent five years with the Rifles serving as a Rifleman, Corporal, Senior Corporal, Second Lieutenant and Lieutenant. In May 1972, he transferred to the Regular Force. Upon completion of Infantry training he was posted to Third Battalion, The Royal Canadian Regiment in Petawawa as a Platoon Commander, where he served until 1975.

Subsequent Regimental employment included Platoon Commander and Company Second-in-Command with The Canadian Airborne Regiment in Edmonton and Petawawa; Company Second-in Command, Third Battalion, The Royal Canadian Regiment, Germany; Company Commander, First Battalion, The Royal Canadian Regiment, London, and Commanding Officer the Lake Superior Scottish Regiment, Thunder Bay.

Extra Regimental Duty included: instructor at the Infantry School, Gagetown; Aide to the Commander, The Combat Training Centre, Gagetown; SO 2 Operations, Headquarters Canadian Forces Europe, Germany; and J3 Coordination, National Defence Headquarters.

In June 1993, Brigadier General Tabbernor transferred to the Reserve Force returning to Winnipeg where he was employed at Manitoba-Lakehead District Headquarters as Senior Staff Officer Administration and Senior Staff Officer Training. In November 1994, he assumed command of his original Regiment, The Royal Winnipeg Rifles. A year later, he was promoted to Colonel and appointed Commander of Manitoba-Lakehead District and subsequently appointed Commander of 38 Canadian Brigade Group upon its formation on 1 April 1997. In July 1999, he was appointed Assistant Chief of Staff Land Force Western Area and in March 2000, was posted with the Stabilization Force (SFOR) in Bosnia Herzegovina as Assistant Chief of Staff Operations in Headquarters Multi National Division (South West). In September 2000, he was promoted to his present rank and appointed Deputy Commander Land Force Western Area. In April 2003, he was appointed Commander Canadian Joint Task Force South West Asia. He took over his present duties as Director General Land Reserve in November 2003.

He is a graduate of the Canadian Forces Staff School, the Canadian Land Forces Command and Staff College, the Canadian Forces Command and Staff College, the Advanced Military Studies Course and the National Security Studies Course.



## CANADA

### brigadier-général Dennis C. Tabbernor, OMM, CD

Le brigadier-général Dennis C. Tabbernor commence sa carrière militaire comme réserviste au Royal Winnipeg Rifles en septembre 1967. Il y passe cinq ans à titre de carabinier, de caporal, de caporal-chef, de sous-lieutenant et de lieutenant. En mai 1972, il transfère à la Force régulière. Au terme de son entraînement d'infanterie, il est affecté au 3e Bataillon du Royal Canadian Regiment, à Petawawa, où il est commandant de peloton jusqu'en 1975.

Par la suite, il occupe divers postes régimentaires : commandant de peloton et commandant adjoint de compagnie au Régiment aéroporté du Canada, à Edmonton et à Petawawa; commandant adjoint de compagnie au 3e Bataillon du Royal Canadian Regiment, en Allemagne; commandant de compagnie au 1er Bataillon du Royal Canadian Regiment, à London et commandant du Lake Superior Scottish Regiment, à Thunder Bay, de 1991 à 1993.

Il occupe également divers postes non régimentaires : instructeur à l'École d'infanterie de Gagetown; aide de camp du commandant du Centre d'entraînement au combat, à Gagetown; OEM 2 Opérations au Quartier général des Forces canadiennes en Europe (Allemagne); et J3 Coordination, au Quartier général de la Défense nationale.

En juin 1993, le brigadier-général Tabbernor transfère à la Force de réserve et retourne à Winnipeg où il est employé au Quartier général du district de Manitoba-Lakehead comme officier supérieur d'état-major - Administration et ensuite comme officier supérieur d'état-major - Opérations. En novembre 1994, il assume le commandement de son régiment d'origine, The Royal Winnipeg Rifles. Un an plus tard il est promu colonel et nommé commandant du district de Manitoba-Lakehead, puis du 38e Groupe-brigade du Canada, lors de sa formation le 1er avril 1997. En juillet 1999, il est nommé chef d'état-major adjoint au Secteur de l'Ouest de la Force terrestre et, en mars 2000, il est affecté auprès de la Force de stabilisation (SFOR) en Bosnie-Herzégovine, comme chef d'état-major adjoint Opérations, au Quartier général de la Division multinationale du Sud-Ouest. En septembre 2000, il est promu à son grade actuel et il est désigné commandant adjoint du Secteur de l'Ouest de la Force terrestre. En avril 2003 il est nommé commandant de la Force opérationnelle interarmée Canadienne en Asie du Sud-Ouest. Il occupe présentement la fonction de Directeur Général Réserve terrestre.

Il est diplômé de l'École d'état-major des Forces canadiennes, du Collège de commandement et d'état-major de la Force terrestre canadienne, du Collège d'état-major et de commandement des Forces canadiennes, du cours supérieur des études militaires et du cours des études de sécurité nationale.



## GERMANY

### Colonel (GS) Josef Heinrichs

married, 2 children (14 and 11 years), living in Hümmele/Eifel, Germany

13.04.1953	born in Hümmele/Eifel, Germany	
1972	Graduation from High School (Abitur)	
06/72	Entry in the Army (as a conscript)	
06/72 - 09/75	2 <sup>nd</sup> Coy / MechInfBn 152, Westerburg	– Basic to NCO Training – Education to Reserve Officer – Squad and Platoon Leader
10/75 - 09/78	Hochschule der Bundeswehr Hamburg (University of the Bundeswehr Hamburg)	Business Administration – Center of Gravity: Personnel Management – Graduation as Diplom-Kaufmann (MBA)
10/78 - 01/80	3 <sup>rd</sup> Coy / MechInfBn 201, Hemer	Platoon Leader
02/80 - 05/83	3 <sup>rd</sup> Coy / MechInfBn 202, Hemer	Company Commander
05/83 - 09/83	Bundessprachenamt, Hürth (Federal Language School)	Language Training English
10/83 - 09/85	Führungsakademie der Bundeswehr (Command and General Staff Academy)	Student 26 <sup>th</sup> General Staff Course Army
10/85 - 03/87	Amt für Studien und Übungen der Bundeswehr, Bereich Studien, Köln (Office for Studies and Exercises)	Action Officer
04/87 - 12/88	Airborne Bde 26, Saarlouis	G 3
01/89 - 03/90	BMVg - Fü S I / Lagezentrum Personal (MOD-Armed Forces Staff)	Action Officer (Reservist Concept)
04/90 - 03/93	BMVg - P II I (MOD-Personnel Division)	Action Officer (Integration of former NPA- Personnel into the Bundeswehr)
04/93 - 09/94	MechInfBn 381, Bad Frankenhausen (Thüringen)	Battalion Commander
10/94 - 12/95	BMVg - Fü S I 2 (MOD-Armed Forces Staff)	Action Officer (Long-Term Personnel Plan- ning)
01/96 - 12/97	BMVg – InspH (MOD – Chief of Staff Army)	Military Assistant to the Chief of Staff Army
01/98 - 06/98	Heeresamt IV 2, Köln (Army Office)	Chief of Branch Personnel
06/98 – 06/02	BMVg - Fü H I I (MOD – Army Staff)	Chief of Branch Personnel Policy
07/02 – 06/03	U.S. Army War College, Carlisle, PA, USA	International Fellow
09/03 – 05/04	Zentrum für Analysen und Studien der Bundeswehr, Waldbröl (Bundeswehr Center for Analyses and Studies)	Co-ordinator Concept Development and Experimentation
From 06/2004	BMVg - Fü S I 6 (MOD-Armed Forces Staff)	Chief of Branch Reservist Concept, Reserv- ist Affairs, Joint Training

## ITALY

### Lieutenant Colonel Claudio Brunetto

LtC. Claudio BRUNETTO was born in Padua, ITALY, on January the 20th, 1965.

After the College Degree in Humanities and Classical Studies in 1983 he attended the Army Academy in Modena, ITALY. In 1985 he was appointed Commissioned Officer of the Infantry Corps with rank 2nd Lieutenant. Afterwards he attended the Army School of Specialization in Turin, ITALY, where, in 1987, he earned a degree in Strategic Sciences and was appointed 1st Lieutenant.

Between 1988 and 1990 he was Leader of both a Motorized Infantry Platoon and a Motorized Infantry Company of the 78th "LUPI DI TOSCANA" Motorized Infantry Battalion in Florence, ITALY. In 1991 he was Leader of the Cadet Platoon of the Military College "NUNZIATELLA" in Naples, Italy.

Between 1992 and 1996 he served in the 66th "TRIESTE" Infantry Regiment in Forlì, ITALY as: Leader of the Headquarters Company, between 1992 and 1993; Leader of a Mechanized Infantry Company in 1994; Chief of the Personnel Office of the Regimental Headquarters, between 1995 and 1996.

In 1997 he attended the Basic Staff Course in Civitavecchia, ITALY and earned a Master of Arts in Strategic Sciences. In 1998, in Madrid, SPAIN, he attended the Staff Course of the Spanish Army and served in the Office of the Military Attaché for the Italian Embassy in Spain.

Between 1999 and 2000 he was Chief of the Legal Office in the Headquarters of the Operational Land Forces, in Treviso, ITALY. In 2001 he attended the Joint Staff Course and earned a second Master of Arts in Military, Strategic and International Studies.

Between 2002 and 2004 he was Chief of the Recruitment Office of the Inspectorate for Recruitment and Reserve Forces of the Army in Florence, ITALY. Between March and September 2004 he was J3 and J5 in the Italian Cell to US CENTCOM, in Tampa (FL) during operations Enduring Freedom and Iraqi Freedom.

Since October 2004 he is Chief of the Office of Reserve Forces of the Inspectorate for Recruitment and Reserve Forces of the Army, in Florence, ITALY.

LtC. BRUNETTO is fluent in Spanish, French and English and has a good knowledge of Portuguese. In addition he earned the following qualifications: Selected Patroller, Physical Trainer, Driving Instructor, Parachutist, Legal Advisor.

Finally, he earned the Silver Cross due to the length of his military service and the Memorial Cross for military police activities in Sicily, ITALY in 1992, 1993, 1994 and for Operation SFOR in Sarajevo, (BIH) in 1999.



## LATVIA

### A. Valdis Būcēns

Born: 30th August, 1970  
Place of birth: London (Ontario, Canada)  
Family Status: Married to Linda Bucena, son Edgars daughter Leonora  
Home address: Tallinas iela 35-71, Rīga, LV - 1012  
Telephone: +371 729-6567

#### Education:

1996-2000 University of Ottawa, Ottawa, Ontario  
Bachelor of Arts (concentration en Lettres françaises)

1984-1989 Colonel By Secondary School, in Gloucester, Ontario  
Ontario Secondary School Diploma

#### Employment:

2003.03 – present Republic of Latvia, Ministry of Defence  
Head of the Mobilization and Host Nation Support division

2003.08 – 2005.03 Republic of Latvia, Ministry of Defence  
Senior desk officer in the International Relations department

2003.01 – 2003.05 Public Works and Government Services - Government of Canada  
Canada Inquiry Centre  
Research Officer Coordinator

2000-2003.01 Public Works and Government Services - Government of Canada  
Canada Inquiry Centre  
Information Management Officer

1999 – 2003.05 Embassy of the Republic of Latvia in Canada  
Sworn Translator

1998 - 2000 Children's Hospital of Eastern Ontario  
Administrative and staffing officer

1997 – 1998 Embassy of the Republic of Latvia in Canada  
French language teacher

1997.06 - 1997.08 Republic of Latvia, Ministry of Foreign Affairs  
Translator

1992 - 1998 Children's Hospital of Eastern Ontario  
Various administrative positions in records, finance and patient registration.

## NETHERLANDS

### Colonel Huig Van Duijn

LTC of the Royal Netherlands Air Force Huig van Duijn was born in Katwijk aan Zee on October the 7th, 1958. In this little fishing town he finished his elementary school. His secondary school period took place in The Hague.

From 1975 up to 1978 he followed his dream and crossed the Oceans as a sailor onboard several famous Dutch tug-boats.

In 1978 he started his training as a military policeman at the Royal Military Police Academy in Apeldoorn. Up to 1993 he served as a military policeman in many positions. In 1992 he was appointed Platoon Commander 104 Eskadron Koninklijke Marechaussee. From 1987 to 1993 he studied at the University of Leiden. He holds a degree in Law. After graduation he was transferred to the Legal Branch of the Royal Netherlands Air Force.

He served for seven years as a legal advisor of the Commander in Chief of the Royal Netherlands Air Force in The Hague. Subsequently he served for four years as a teacher of the Royal Netherlands Air Force Advanced Staff Course at the Netherlands Defence College in The Hague.

In 2004, he was appointed Operational Partner of the Head of the Legal Department of the Afghan Ministry of Defence (Operation Enduring Freedom). He served for almost five months at the USA lead Office for Military Cooperation in Kabul, Afghanistan.

In August 2004, LTC van Duijn was appointed Senior Member of the personnel policy branch of the Netherlands Ministry of Defence in The Hague.

LTC van Duijn is married to the former Pauly van der Kraan, who works with mentally disabled people. They have three very nice boys. Tim, Robin and Barry.



## NEW ZEALAND

### Brigadier T.C. Brewer Ed, LLB (Hons)

Brigadier Timothy Charles Brewer was born in Waitara, New Zealand on 15 November 1955. He was educated at Cashmere High School, Christchurch, New Zealand, Washington Community High School, Illinois, United States of America. Brigadier Brewer graduated from Victoria University of Wellington New Zealand in 1979 with a Bachelor of Law (Hons) (First Class).

Brigadier Brewer enlisted in the Territorial Force (Reserve) of the New Zealand Army in September 1976 and was appointed to a commission in the 5<sup>th</sup> (Wellington West Coast Taranaki) Battalion, Royal New Zealand Infantry Regiment (RNZIR), in the rank of Second Lieutenant on 1 July 1977.

Brigadier Brewer served in various regimental appointments including Rifle Platoon Commander, Mortar and Anti-Armoured Platoon Commander and Intelligence Officer before being promoted to Lieutenant and subsequently Captain on 14 February 1984. He was promoted to Temporary Major in 1986 as Officer Commanding A Company 5<sup>th</sup> (Wellington West Coast Taranaki) Battalion. He later served as the Operations Officer of the Battalion. On 1 January 1991, he was promoted to Lieutenant Colonel and assumed the appointment of Commanding officer of the 5<sup>th</sup> Battalion.

On 30 March 1994 Brigadier Brewer was posted as the Territorial Force Military Secretary. On 25 June 1996 Brigadier Brewer on promotion to Colonel, was posted to the appointment of Assistant Chief of General Staff (Personnel) (Territorial Force). Brigadier Brewer was promoted into the position of Territorial Force Adviser on 1 April 2000. On 31 March 2003, Brigadier relinquished this position and was appointed as the first Director of the new Defence Employer Support Programme in Headquarters New Zealand Defence Force. On 3 March 2004, the terms of reference of the position were expanded to incorporate a new appointment; the Territorial Forces Adviser to the Chief of Defence Force (TFsA to CDF). As the TFsA to CDF, Brigadier Brewer chairs the Territorial Forces Joint Working Group, which provides advice on joint reserves policy matters to Headquarters New Zealand Defence Force.

On 30 Jun 1991 Brigadier Brewer was awarded the Efficiency Decoration (ED). In the 2003 Queen's Birthday Honours list he was made an Officer of the New Zealand Order of Merit (ONZM) for his services to the Territorial Force and the New Zealand Army.

In his civilian career, Brigadier Brewer is employed as a Principal of Auld Brewer Mazengarb and McEwen, Barristers and Solicitors. He was appointed Crown Solicitor at New Plymouth in 1988, a Commissioner of the Law Commission in 1997 and a member of the New Zealand Law Society Criminal Law Committee Consultative Group on Criminal Law since 1995.

Brigadier Brewer was married to Hilary in 1977 and they have one daughter and three sons.

## NEW ZEALAND

### Major Michael Brown

Michael Brown was born on 12 September 1967. He was educated at Christ's College, Canterbury and Wellington College. In 1989 he graduated from Victoria University of Wellington with a Bachelor of Arts with Honours in History. He enlisted in the New Zealand Army Territorial Force as a Gunner in 22(D) Battery, RNZA, on the 12 October 1987 as an Operator Command Post (OPCP).

In November 1989 he was promoted to Lance-Bombardier and in July 1990 qualified on the Regular Force Band 3 OPCS course at the School of Artillery, Waiouru. In December 1990 he was selected to attend the Officer Cadet School, Waiouru and graduated as a Territorial Force 2Lt in February 1991. He was posted as a troop commander to 22(D) Battery, RNZA.

In December 1991 he was selected for training as a Regular Officer and graduated as a 2Lt in the Regular Force of the New Zealand Army in December 1992. He was posted as a Troop Commander to Headquarters Battery, 16<sup>th</sup> Field Regiment.

In October 1993 he was promoted to Lieutenant and posted as the Curator of the Army Museum in Waiouru. In May 1996, Michael was selected to be the Aide-de-Camp to the Governor-General of New Zealand on promotion to Captain.

Following his posting as an ADC, Captain Brown was posted to the Military Studies Institute as the Adjutant, and later acted as Second-in-Command. In January 1999 he was posted as the Adjutant of the 4<sup>th</sup> Logistic Battalion in Waiouru. From March to July 1999, Captain Brown served on a peacekeeping mission as a Patrol Commander in the Peace Monitoring Group in Bougainville. On his return to New Zealand he resumed his appointment at 4<sup>th</sup> Logistic Battalion, while holding other appointments including Company 2IC of the APEC Cordon Force during the 1999 APEC meeting in Auckland, part-time instructional duties at the Officer Cadet School in Waiouru and the acting Officer Commanding of Workshop Company, 4<sup>th</sup> Logistic Battalion.

In May 1999, Captain Brown graduated from Massey University with the degree of Master of Philosophy in Defence and Strategic Studies.

In December 2000 he completed his posting at 4<sup>th</sup> Logistic Battalion and in January 2001 was posted to East Timor as a Personnel Officer, UNTAET Peacekeeping Force Headquarters, Dili, East Timor, finishing as the Staff Officer to the Deputy Force Commander. For his work in the UNTAET Peacekeeping Force Headquarters, Captain Brown was awarded a Force Commander's Commendation. On his return to New Zealand in August 2001 he was posted to Army General Staff as the Assistant Director of the Employer Support Programme (Army) and the Military Assistant to the Territorial Force Adviser (Army). He was promoted to Major in September 2001. In May 2003 the Defence Employer Support Programme was created in Headquarters New Zealand Defence Force, and with it the new post of Assistant Director of the Defence Employer Support Programme and Military Assistant to the Territorial Forces Adviser to Chief of Defence Force. In these capacities Major Brown has drafted policy concerning New Zealand's Territorial and Reserve Forces, and has implemented a variety of national initiatives relating to gaining and maintaining the support of employers who employ part-time military personnel.

In October 2005, Major Brown will be posted to the position of Personal Staff Officer to the Chief of Defence Force.



## POLAND

### Colonel (Res.) Wiesław Józwik

Dembowskiego street 4 flat 64  
02-784 Warsaw  
phone: 0048226418395  
mobile: 0608750218

#### **Education:**

Officers School of Infantry  
Military Academy  
Civilian Master of History  
Management postgraduate studies

#### **Work experience:**

Professional service in Armed Forces – several positions including UN peace keeping troops in Syria. The former one was officer in General Staff of Poland. Since 1999 I am a pensioner.

#### **Other experience:**

Polish Representative in Executive Committee of CIOR

Actually – The President of Society of Defence Knowledge - non-government Organization, a close co-operator with the Ministry of Defence. The mentioned objectives are realized by the Society through the following activities:

- publishing its own educational elaborations (quarterly magazine “Defensive Knowledge”, “Problem Book” and the “Informational Bulletin”)
- using the mass media to propagate defense knowledge;
- co-operation with military and civilian institutions;
- maintaining contacts and exchange of experience with associations of similar character from Poland and abroad.

Contact: tel/fac 0048226872487

Email: [towwdzob@wp.mil.pl](mailto:towwdzob@wp.mil.pl)

[www.two.republika.pl](http://www.two.republika.pl)

#### **Personal details:**

Age: 64

Married, three children

Hobby: mountain walking, reading, visiting, garden working



## POLAND

### Commander (Res.) Marek Krotowicz

ul. Dedala 6/3/3  
81-197 GDYNIA

#### EDUCATION:

Master of Science, Navigator  
Naval University in Gdynia 1979

#### WORK EXPERIENCE:

1979 – 1982	9TH Naval Base in Hel - different commanding positions
1982 – 1990	Naval University - Lecturer of navigational subjects
1990 – 1994	Military Sport Club "FLOTA" Gdynia – Chief of Shooting Section
since 1994	Pensioner

#### OTHER EXPERIENCE:

1992 – 1996	Member of Council of Polish Sport Shooting Union
1990 – 1998	Vice and President of Pomeranian Sport Shooting Union
2000 to present	Plenipotentiary of Council of FSRiWSZRP
2001 – 2004	Polish representative in Executive Committee of CIOR
2004 to present	member of CIOR Language Academy Committee (CLAC)

#### MAJOR ACCOMPLISHMENTS IN RESERVE:

2001	- one of the main organizers of "Baltic Talks" Conference in Gdynia
2002	- one of the main organizers of CIOR Language Academy in Gdynia
2002	- co-organizer of "Gaming Initiative" Conference in Poznan
2003, 04	- co-organizer and Chief of Judges of Championship of Poland for Reservists

#### PERSONAL:

Age 52  
Married, three children  
Excellent Health



## SINGAPORE

### Catherine Lee Chen

Catherine joined the Ministry of Defence (MINDEF) in 1995, after graduating from the National University of Singapore with a Bachelor of Science (Honours) degree. She is a biologist by training.

Her first posting in MINDEF was as a Staff Officer in the Personnel Affairs Department. During her stint in this department, she was involved in the formulation and review of service benefits policies, including terms and conditions for personnel posted to overseas bases. She was involved in the implementation of flexible benefits in MINDEF, as part of an overall review of the remuneration package for all employees of MINDEF.

She moved from Personnel Affairs Department to an appointment in charge of Special Duties, reporting directly to the Deputy Secretary (Administration) to manage requests and appeals from the public on a wide range of defence issues.

She is currently holding the appointment of Senior Manager in National Service Policy Department. Her portfolio covers a wide range of NS policies such as duration of NS, enlistment, facilitating transition from full-time NS to studies/work and various schemes to recognise the contributions of national servicemen.



## SINGAPORE

### Lieutenant-Colonel Elsie Tjoeng

Head NS Relations Branch  
 NS Affairs Department, Singapore

Lieutenant-Colonel (LTC) Elsie Tjoeng joined the Singapore Armed Forces (SAF) in 1980. For a good part of her career, she has held a number of positions that extended widely in all matters pertaining to the management of active officers (from administering personnel affairs, to managing the succession planning/deployment of officers as well as the performance management system). In 1999, LTC Elsie assumed the position of Head of the MINDEF Scholarship Centre before taking up her current position with the NS Affairs Department in 2002, a department that manages Operationally Ready National Servicemen (NSmen) in the reserves.

As Head of the MINDEF Scholarship Centre, she was responsible for attracting, identifying and selecting academically strong male and female prospective scholars with a strong inclination to pursue a career with the Armed Forces or the Ministry of Defence. Those found suitable are offered one of the premier scholarships that the Centre manages. As Head, she also leverages and maintains an extensive network with her counterparts in many of the renowned universities (both local and overseas). She liaises with these institutions over admission matters and provides assistance/advice to the young scholars over admission, selection of courses and monitors their academic performance. LTC Elsie also counsels these young scholars on their military careers that they will pursue upon completion of their studies. The Centre also manages the pool of senior officers who are selected by the organisation to pursue post-graduate programs and senior management programmes. LTC Elsie has also acquired extensive experiences with the organisation and execution of Seminars, scholarship fairs and school talks.

Moving over to her current appointment as Head NS Relations Branch, LTC Elsie oversees a wide range of tasks that range from dealing with feedback/requests for deferment from NS training received from Operationally Ready National Servicemen (NSmen)/the general public to managing and enhancing employers relations. In fact one of the key focus that her Branch has undertaken this year is to look into developing strategies and introducing initiatives that will enhance National Service (NS) Relations Excellence. This is crucial, keeping in mind the challenges that a National Serviceman, who is really a citizen soldier, has to face when he strives to maintain a balance between his family, his work and in fulfilling his National Service responsibilities.

Over the last year, LTC Elsie was entrusted to develop three out of the myriad of IT initiatives to transform NS and improve its administration and training. Two of these have since been implemented.

Married to a Naval Officer, she has her hands full with three teenagers. She also carries out catechism classes for the teens in her local Parish, organises church canteens and camps. Where time permits, she also volunteers as a parent volunteer in the school of her youngest child. She is currently pursuing a programme in Communication Studies and English.

## UNITED KINGDOM

### Lieutenant-Colonel Tim Corry

Director, SaBRE Campaign

Tim Corry has been the Campaign Director for SaBRE (Supporting Britain's Reservists and Employers) since May 2001. Prior to this Tim was a management consultant working, firstly as a partner at GrantPearsonBrown – a specialist management consultancy firm - for four years, before setting up his own consultancy in 1999. In his consultancy work Tim was responsible for developing client relations with top management in both industry and the professions. Typically, he worked with individual executives providing management development, personal coaching and presentation skills training. Prior to his business career, Tim spent 26 years in regular military service, his last appointment being Commanding Officer of a TA Battalion the 5<sup>th</sup> Battalion, the Royal Green Jackets. Tim's military service included 16 separate appointments with service in 18 different countries including tours of duty in Northern Ireland, West Germany, The Falklands, Zimbabwe and the United States.

As well as being Campaign Director, Tim is also Secretary to the SaBRE Executive Committee and Secretary to the National Employer Advisory Board, a body set up to provide independent advice to government on issues surrounding the employment of Reservists. Tim is married with 3 children and now lives in Tunbridge Wells. His interests include fly fishing, sailing and furniture restoration.



## UNITED KINGDOM

### The Lord Glenarthur DL

Lord Glenarthur took over as Chairman of the National Employer Advisory Board (NEAB) from Mr. John Bridgeman in December 2002. He has been a member of the Board since 1996. Lord Glenarthur is a Director of The Medical Defence Union, Audax Trading (Overseas) Limited, and The Air League. He is also a Governor of Nuffield Hospitals, a Commissioner of the Royal Hospital Chelsea, and Honorary President of the British Helicopter Advisory Board.

Lord Glenarthur is also a hereditary peer elected to sit in the House of Lords.

Lord Glenarthur was commissioned into the 10<sup>th</sup> Royal Hussars (PWO) in 1963. He served as a Troop Leader and as ADC to the High Commissioner in Aden before becoming Regimental Signals Officer in 1967. He undertook an Army Pilots Course in 1968 and served as Second in Command of the Air Squadron of the 17<sup>th</sup>/21<sup>st</sup> Lancers between 1969 and 1971. After two years as Adjutant of The Royal Hussars (PWO) he commanded successively the Air Squadrons of 16<sup>th</sup>/5<sup>th</sup> The Queen's Royal Lancers and 1<sup>st</sup> Royal Tank Regiment before leaving the regular army in 1975.

He served as a Reserve Officer with The Royal Hussars (PWO) between 1976 and 1980.

Lord Glenarthur continued to fly commercially as a Captain with British Airways Helicopters Limited between 1976 and 1982, but also took his seat in the House of Lords in 1976. He joined the Government in 1982 as a Lord in Waiting (Government Whip) and became Parliamentary Under Secretary of State at the Department of Health and Social Security (DHSS) in 1983. He then moved to the Home Office before being promoted to Minister of State for Scotland in 1986. His last ministerial appointment was as Minister of State for Foreign and Commonwealth Affairs from 1987 to 1989. Amongst his particular responsibilities were Hong Kong and the United Kingdom's relationship with China.

On leaving government, he joined Hanson PLC as a senior executive and ultimately Deputy Chairman of Hanson Pacific Limited. He was also Chairman of St Mary's Hospital, Paddington, NHS Trust from 1991 to 1998, and an advisor to British Aerospace PLC.

He is a Fellow of the Royal Aeronautical Society, and of the Chartered Institute of Logistics and Transport, and a Liveryman of the Guild of Air Pilots and Air Navigators.

Lord Glenarthur is an Ensign in The Queen's Body Guard for Scotland (Royal Company of Archers) and is a Deputy Lieutenant for Aberdeenshire. He is also Honorary Colonel of 306 Field Hospital (Volunteers) and Honorary Air Cdre of 612 (County of Aberdeen) Sqn Royal Auxiliary Air Force. He lives near Banchory in Kincardineshire and is married with one son and a daughter.

## UNITED KINGDOM

### Group Captain John Ross MSc FCMI CDipAF RAF

John Ross was commissioned into the Royal Air Force in 1971. He has undertaken wide ranging roles including HR management, estates management at Royal Air Force Lossiemouth, ADC and Personal staff officer duties, officer training and duty with the International Military Staff at HQ NATO, Brussels.

More recently, he has been OC Administration Wing at Royal Air Force Wittering, an Instructor with Defence Management Training at Worthy Down and a SOI in Air Resource and Plans in MOD, London. He was Team Leader on the Air Force Board Liaison Team and in March 2002 he undertook a study into recruiting, retention and manning for the Royal Air Force's Engineer Branch.

He assumed his current post as Deputy Director Employer Support Policy in January 2003. While at Worthy Down he completed a MSc in Corporate Management through Cranfield University and the Royal Military College of Science at Shrivenham He is married and has one grown up daughter.

His leisure pursuits include travel, house restoration, reading, music, walking (dogs or golf equipment), motoring and either, as a participant or a spectator, most sports.

#### Responsibilities:

- Support Policy for the Reserve Forces including Employer Support and SaBRE, welfare and management information
- Advisor to Chairman NEAB
- Liaison with other nations, civilian institutions and military on employer support issues.



## UNITED STATES OF AMERICA

### Bob G. Hollingsworth

Executive Director  
National Committee for Employer Support of the Guard and Reserve

Bob G. Hollingsworth was appointed Executive Director, National Committee for Employer Support of the Guard and Reserve (NCESGR) by President George W. Bush on November 6, 2001. Mr. Hollingsworth serves as advisor to the Assistant Secretary of Defense for Reserve Affairs on all matters involving employer support programs for all the Reserve components of the United States Armed Forces. These include the Army National Guard, Air National Guard, Army Reserve, Air Force Reserve, Naval Reserve, Marine Corps Reserve and the Coast Guard Reserve. The Executive Director is responsible for budget administration through the Planning, Programming, and Budgeting System and to provide administrative and logistical support for NCESGR, its staff and volunteer committees. As Executive Director, Mr. Hollingsworth provides leadership and management for the programs and activities of 54 committees, one in each state, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands and thousands of volunteers. He also represents the National Chair within the Defense Department.

Mr. Hollingsworth has balanced very successful careers as an international commercial airline pilot and a member of the Marine Corps Reserve. He began his service to the country in 1961 when he joined the Platoon Leaders Course. At the completion of Naval Flight School in 1965, he joined the Fleet Marine Force at Marine Corps Air Station, Beaufort, South Carolina and flew the A-4 Skyhawk and then joined VMA 223, MAG 12, Marine Aircraft Wing, at Chu Lai, RVN. He served as Air Liaison Officer for the 2d Battalion, 9<sup>th</sup> Marines, Third Marine Division and later on the Third Division Staff as Assistant Air Liaison Officer. Upon returning to the United States, he was assigned as a flight instructor in Marine Training Squadron 103 at Yuma, Arizona. He joined Trans World Airlines after completion of his obligated service where he retired as a Captain on the Boeing 767, accruing more than 18,000 hours of flight time. Hollingsworth joined the Marine Corps Reserve after departing active duty and flew the F-8 Crusader and the A-4 Skyhawk in various Squadrons throughout the U.S. He flew over 4,000 hours in the Skyhawk.

During his Marine Corps Reserve career he commanded at the squadron, air group and Force Service Support Group level and served as Chief of Staff of a Brigade; Commanding General, Marine Corps Reserve Support Command; Deputy Commander, Joint Force, Southwest Asia; and Vice Commander of Marine Forces, Pacific. He retired from the Marine Corps Reserve in September 1999 as a Major General after more than 38 years of Reserve and Active Component service.

He graduated from Louisiana State University with a BS in Electrical Engineering. He is married to Sue Taylor and has two sons, Marc and Eric, both married with children. Personal decorations include the Distinguished Service Medal, Legion of Merit, Distinguished Flying Cross, Defense Meritorious Service Medal, Air Medal (5) Combat Action Ribbon and various other awards.

## UNITED STATES OF AMERICA

### Major Robert P. Palmer

#### UNITED STATES AIR FORCE RESERVE

Major Robert P. Palmer is a public affairs officer in the Future Operations Directorate, National Committee for Employer Support of the Guard and Reserve, under the Office of the Assistant Secretary of Defense for Reserve Affairs, Pentagon, Washington, D.C. In this capacity he is charged with providing public affairs and marketing support to over 5,200 volunteers organized into 55 state and territory Employer Support of the Guard and Reserve (ESGR) committees.

Immediately prior to this assignment, Major Palmer was an Individual Mobilization Augmentee to the Deputy Director of Public Affairs at Headquarters, Air Mobility Command at Scott Air Force Base, Illinois.

Major Palmer is a 1990 graduate of The Citadel, the Military College of South Carolina, where he earned a Bachelor of Arts degree in Political Science. He also holds a Master of Public Affairs from the School of Public and Environmental Affairs at Indiana University and a Master of Arts in international affairs from the Fletcher School of Law and Diplomacy at Tufts University. Major Palmer has completed the Officer Basic Course and Officer Advanced Course at the U.S. Army Field Artillery School, the Public Affairs Officer Qualification Course at the Defense Information School, and the Air Force's Squadron Officer School and Air Command and Staff College. He is currently enrolled in the National Defense University's Joint Forces Staff College through the reserve component seminar.

Commissioned through the Army ROTC, Major Palmer's reserve assignments include battery fire direction officer, company fire support officer, press camp briefing officer, battery commander, aide de camp to the Adjutant General, public affairs detachment commander, assistant division fire support coordinator and division public affairs officer. As a reservist on active duty, he has served as the media operations officer for Task Force Eagle, NATO Stabilization Force in Bosnia and Herzegovina and as the interim chief of public affairs for the 509<sup>th</sup> Bomb Wing at Whiteman Air Force Base, Missouri.

Major Palmer's military decorations include the Air Force Commendation Medal, the Army Commendation Medal with two Oak Leaf Clusters, the Army Achievement Medal, the Air Force Achievement Medal, the Armed Forces Expeditionary Medal, and the Armed Forces Reserve Medal with "M" device. He was promoted to the rank of Major on 1 June 2001.

Prior to joining the ESGR staff on active duty, Major Palmer served as Executive Vice President and CEO of the Associated General Contractors of Indiana and previously served on the staff of U.S. Rep. Steve Buyer. Major Palmer is married to the former Kimberly Wasserman of Indianapolis. They reside in Northern Virginia with their two sons, Grant and Andrew.



## Synopsis of Conference Agenda

### Monday, May 30

1300hrs Registration at Lord Elgin Hotel  
1900hrs Reception at HMCS CARLETON

### Tuesday, May 31

0900hrs Presentation by United Kingdom  
1215hrs Lunch at Army Officers' Mess  
1345hrs Presentation by United States of America  
1745hrs Conference group photo on Parliament Hill  
1930hrs Dinner at Parliament Hill, hosted by Speaker of the House of Commons

### Wednesday, June 1

0830hrs Presentation by Australia  
1030hrs Presentation by New Zealand  
1115hrs Presentation by Italy  
1230hrs Lunch at Warrant Officers' and Sergeants' Mess  
Speaker: Canada's Chief Reserves and Cadets  
1430hrs Presentation by Germany  
1530hrs Presentation by Canada  
1650hrs Presentation by Latvia  
1900hrs Dinner at L'Orée du Bois

### Thursday, June 2

0830hrs Presentation/discussion on Reserves in armed conflicts  
1030hrs Presentation on legislation compensation  
1230hrs Lunch at Air Force Officers' Mess  
1430hrs Discussion on employer awards  
1600hrs Discussion on outreach/inreach  
1915hrs Conference dinner at Aviation Museum

### Friday, June 3

0830hrs Discussion on education  
0925hrs Presentation by Poland  
0940hrs Open forum  
1030hrs Business meeting – next ICESR conference  
1115hrs Closing remarks  
1130hrs Lunch  
1400hrs Tour of War Museum



## Programme de la Conférence

### Le lundi 30 mai

13 h Inscriptions à l'hôtel Lord Elgin  
19 hs Accueil à bord du NCSM CARLETON

### Le mardi 31 mai

9 h Exposé – Royaume-Uni  
12 h 15 Déjeuner au mess des officiers de l'Armée de terre  
13 h 45 Exposé – États-Unis  
17 h 45 Une photo de groupe sera prise  
19 h 30 Dîner à la Colline du Parlement

### Le mercredi 1<sup>er</sup> juin

8 h 30 Exposé - Australie  
10 h 30 Exposé - Nouvelle-Zélande  
11 h 15 Exposé - Italie  
12 h 30 Déjeuner au mess des adjudants et des sergents  
Conférencier invité – Chef – Réserves et cadets  
14 h 30 Exposé - l'Allemagne  
15 h 30 Exposé - Canada  
16 h 50 Exposé - Lettonie  
19 h Dîner au restaurant L'Orée du bois

### Le jeudi 2 juin

8 h 30 Exposé et discussion - emploi des réservistes dans les conflits armés  
10 h 30 Exposé - dispositions législatives  
12 h 30 Déjeuner au mess des officiers de l'ARC  
14 h 30 Discussion - Les prix de l'employeur  
16 h Discussion - L'approche et la sensibilisation interne  
19 h 15 Dîner au Musée de l'aviation du Canada

### Le vendredi 3 juin

8 h 30 Discussion – L'éducation  
9 h 25 Exposé - Pologne  
9 h 40 Discussion ouverte  
10 h 30 Réunion d'affaires—Prochaine CIAER  
11 h 15 Mot de la fin  
11 h 30 Déjeuner  
14 h Visite du musée canadien de la guerre



**UNITED KINGDOM PRESENTATION**  
**by: The Right Honourable the Lord Glenarthur, DL**  
**Chairman**  
**National Employer Advisory Board**  
**for the Reserves of Britain's Armed Forces**

Mr. Chairman, Ladies and Gentlemen;

Perhaps I can begin by thanking you, our host Canadians, for the work you have done in organizing this conference. I'm sure I speak for all of us when I say we are looking forward to a stimulating exchange of ideas.



*Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)*

The Lord Glenarthur (right) in conversation with Major-General Petras during the opening ceremonies for the ICESR 2005 conference, at HMCS CARLETON in Ottawa.

Lord Glenarthur (à dr.) en conversation avec le major-général Petras lors des cérémonies d'ouverture de la CIAER de 2005, au NCSM CARLETON, Ottawa.

It is a great privilege to address you this morning about the methods by which we in the United Kingdom tackle employer support in relation to the Reserves in our armed forces. And you will appreciate that, over the last couple of years, our experiences in providing the required manpower for Iraq is fairly comprehensive. Iraq has also demonstrated that a number of the procedures put in place by legislation that governs most of our work, such as *The Reserve Forces Act 1996*, have stood the test of time and proved to be a sound piece of work that anticipated most of the issues that might arise.

My role today is to help set the scene for the later parts of the United Kingdom's presentation. I will be followed by Group Captain John Ross, who is the Deputy Director Operations Support Policy in the Directorate of Reserve Forces and Cadets, with whom I work most closely as I do also with Lieutenant Colonel Tim Corry, the speaker after him, who is the Campaign Director for SaBRE, which is an acronym that stands for "supporting Britain's reservists and employers." Both of them will speak in greater detail later.

So what is the National Employer Advisory Board (NEAB) which I have the privilege to Chair? Its history is that in 1986 the then-Secretary of State for Defence, George, later Lord, Younger, decided that he needed wholly independent advice about how best to find ways of making it easier for employers to release their people to play a part in Reserve activities. He felt that the advice he was getting through the Ministry of Defence was not always as sound or realistic as the advice that he might get from those who are wholly independent. He wanted more objective, more independent advice, even if that advice might be uncomfortable. So he established a body called the National Employer Liaison Committee (NELC) and its Chairman had a right of access whenever needed to the Secretary of State for Defence and the Chief of Defence Staff and, if necessary, with no other persons present.

As time went on, the whole body of opinion giving advice on these matters came together in a programme called the Volunteer Reserve Forces Campaign. This campaign, designed to win over both employers and their employees as

reservists, encompassed the activities of the 13 Reserve Forces and Cadets Associations spread around the United Kingdom, which are funded from the Ministry of Defence and other sources. They are also, very importantly, representative of local interests in Reserve matters. Within the Ministry of Defence, the Directorate of Reserve Forces and Cadets, the single services' representatives, and the NELC played a part in the campaign. Indeed as time went on, the entire campaign that resulted became part of the NELC. But experience showed that messages were becoming muddled. Research indicated that we would be better to separate out the responsibilities in a number of ways. This was done first of all by recreating the independence of what is now the NEAB, by setting up the SaBRE marketing initiative, which you will hear more about later, and by effective liaison of all these bodies with the 13 Reserve Forces and Cadets Associations. John Ross and Tim Corry will concentrate their remarks on Ministry of Defence policy and the activities of SaBRE and I shall attempt to describe the activities of the NEAB.

My board is what is known in officialdom in the United Kingdom as a non-departmental public body. In fact, to give it its full title, it is a lower-tier advisory non-departmental public body, which does not sound too grand! But not so. It is a body that has a role in the processes of national government but is not a government department or part of one. So it operates to a greater or lesser extent at arms' length from Ministers, and exists to provide informed, independent advice to the Secretary of State for Defence and the wider Ministry of Defence on all aspects of employer support and that includes advice on policy developments at all levels where there is an employer dimension.

My 15 members are appointed initially for 5 years under the rules set out by the Office of the Commissioner of Public Appointments and members can be reappointed for up to a maximum in total of 10 years. They are drawn from a range of backgrounds and geographical areas, so that not only is there representation over the entire footprint of the British Isles but also membership covering large companies, medium-size companies and smaller enterprises as well, and to my mind increasingly important, parts of the public sector. We also have bodies represented such as the Trades Union Congress, the Institute of Directors, chambers of commerce, Confederation of British Industry, etc. The membership comes together for formal meetings about four times a year and the administrative support for its activities comes from John Ross and the DRFC team in London.

Since the beginning of the conflict in Iraq, our activities have moved apace. We have found ourselves called upon very regularly to offer advice on a whole range of topics relating to the reservist and employer functions. Some of this has been called upon on short notice. And we have proffered advice where we felt it pertinent without being asked for it. Recently we have set up working parties to examine different aspects in detail. Currently we are engaged in close examination of the benefits to be gained by both reservists and employers of soft or transferable skills between the workplace and Reserve military activities, and vice versa, and how these benefits can be described and disseminated for the benefit of employer and the military. We are looking at the ways in which the workplace is likely to change in coming years and thereby affect the availability of the workforce to play its part in the Reserves. We are concerned about the implications for employers of the reintegration of their employees back into the workplace after mobilization and about aspects affecting the flexible use of the workforce, including a potential partnership between the Ministry of Defence and supportive employers such as defence contractors. And we are looking at the future use of reservists and how our members can use their affiliations with employer bodies and organizations to identify critical issues and facilitate their resolution.

I am delighted to say that the support and encouragement that I, and my board, have had and that I in particular have had from both Ministers and the Chiefs of Staff has been quite superb. We have had regular discussions when all the Chiefs of Staff have been present. We have debated some of the key contemporary issues and also those issues that we can see beginning to emerge even far into the future. And this is crucial as the United Kingdom Ministry of Defence begins to make steep changes in the way in which it prepares to use its Reserves. Those in the United Kingdom who become volunteer reservists now expect to be deployed and to be trained accordingly. And the education process should be just as great for employers as for those who volunteer [to serve in the Reserve Force]; employers must understand what the commitment is, who their reservist employees are, what benefits are available to both the employer and the reservist if an individual is mobilized and a whole range of other matters. Beyond that, we also have an interest in the employer aspects of Regular Reserves; that is to say, those who have left the Regular Forces, but have a compulsory Reserve commitment that can be called upon.

We at NEAB realize that our connection with the Reserve Forces and Cadets Associations is an important one for mutual benefit and support. I affiliate my 15 members to Reserve Forces and Cadets Associations, encouraging them to keep in close touch and in particular to attend the local Regional Employer Support Group meetings that the

Reserve Forces and Cadets Associations arrange locally. I think you will hear more about this in due course but these Regional Employer Support Groups include both employers and the RFCA's [Reserve Forces and Cadet Associations] elements of the relevant chain of command, so that each knows what the other is thinking and can help develop good practice and, of course, generate feedback.

**Those in the United Kingdom who become volunteer reservists now expect to be deployed and to be trained accordingly. And the education process should be just as great for employers as for those who volunteer ...**

One of the substantial changes in recent years has been the general recognition that the problems we face have to be dealt with in as unified a way as possible. We need to deal with the Royal Naval Reserve, Royal Marines Reserve, the Territorial Army and the Royal Auxiliary Air Force sensitively because, very rightly, they each have their single service ethos and experiences. But we must also deal with them in as collective a manner as possible. We are concerned all along to ensure that employers do not become confused by a different approach driven through by the individual services. To that end, I have meetings with, for example, the principal personnel officers of each service and with the chain of command, most particularly with the Army chain of command because 85 per cent of the reservists we use are in the Territorial Army. Meetings are both formal and informal and our independent advice is now sought out as a matter of course. We are not constrained in any way by convention or undue bureaucracy and this encourages a much freer spirit of frankness and

understanding, which I believe may be of benefit to all concerned.

All my members are very busy people—I am too!—but perhaps my own contact with the services is closest on behalf of all my members. The fact that I happen also to be in the House of Lords is purely incidental. Relevant policy ideas and papers are circulated to me and, when at an adequate stage of preparation, discussed with my members so that we can make a sensible input at the policy-making stage. It is quite surprising to read papers about the use of Reserves and to discover that, certainly until fairly recently, employers and employer support hardly featured. Not so now. It is generally accepted that the employer aspects are crucial.

It is one of the roles of my body to review annually the SaBRE marketing plan and you will hear more about this from Tim Corry in due course. I am a member of the SaBRE Executive Committee, which is chaired by the Assistant Chief of the Defence Staff—Reserves and Cadets and includes representation from the Reserve Forces and Cadet Associations in the form of the Secretary or Chief Executive who has lead responsibility for employer support. It is at that Executive Committee meeting that the SaBRE marketing campaign is ratified and the budget confirmed. We do what we can to support Tim Corry and his team by identifying employer support issues and offering advice on how these might be addressed by SaBRE as they work through the complex process of analytical research of employers' attitudes, often with the use of consultants so as to accurately measure through surveys, etc., the effect of national campaigns that have been recommended, emerging employer support issues and employer attitudes, as well as the views of reservists themselves.

We also encourage, with the help of the Ministry of Defence, employers to take up opportunities to visit operations and exercises wherever they are accessible. We have found this to be a first-class way of educating the uninitiated into the high degree of professionalism exhibited by both reservists and regulars in a world where fewer and fewer people have any experience of military activities. And the arrangements for these are made centrally within the Ministry of Defence.

And lastly, we maintain our own individual contacts and experience where we have them. I was a regular soldier for some 12 years and then became a reservist for some 5 - 6 years and am now Honorary Colonel of a Territorial Army Field Hospital and Honorary Air Commodore of a Royal Auxiliary Air Force Medical Unit. So wearing those hats I am able to talk directly to reservists and to employers as well. And I undertake visits abroad to both operational and exercise areas whenever time allows and, where we need to compare notes, to other countries' employer support experts. We had a most interesting visit to the United States last year to do just that. We have much to learn from one another and that is why this conference is so valuable.

Let me end by saying this—from our own perspective in the United Kingdom, there has been nothing like the deployments for conflicts such as the war in Iraq for testing our systems. So far as reservists and employers are concerned, broadly speaking, what is contained in the *Reserve Forces Act 1996* has stood the test of time, but compulsory mobili-

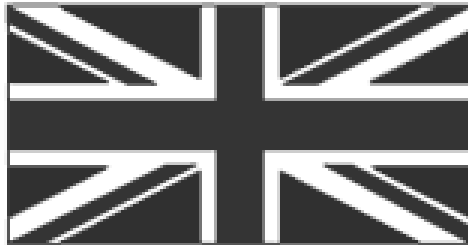


zation demonstrated a number of things.

First of all, it demonstrated, interestingly I think, a political willingness to compulsorily mobilize reservists, both volunteer and regular, in ways which perhaps had not been anticipated before.

Secondly, in comparatively short order after the passing of the 1996 Act, it has enabled the Ministry of Defence to see which elements of that Act, and other relevant legislation, needed amendment if necessary, adaptation or change. And importantly, it has allowed us all to look at the relevant procedures to ensure that both employer and reservist are given adequate notice and proper support-both from a financial and from a welfare point of view-and that a very deep dialogue is encouraged with all the stakeholders to ensure that where lessons are learnt, matters can be put right sooner rather than later in the pretty certain knowledge that our reservists will be deployed increasingly as a matter of course.

Ladies and gentlemen, thank you very much. I would now like to hand over to John Ross, who will take things a step further.



## THE UNITED KINGDOM'S RESERVE FORCES

by: Group Captain John Ross

### Directorate of Reserve Forces and Cadets

Good morning Ladies and Gentlemen. What we will do first is to paint a picture for you about the size and shape of the Reserve Force, which shall expand on what you have already been provided by Lord Glenarthur.

I will then turn it over to Tim Corry to talk about SaBRE.

#### COMPOSITION OF THE RESERVES

I will begin by distinguishing the different types of Reserves we have in the United Kingdom: regular reservists, Volunteer Reserves, and Sponsored Reserves.

##### Regular Reserves

These are former regular service men and women who incur legal liability for a period of time to be mobilized when required – a further return from the investment in training of Regular Forces. Some have a training liability.

*Training Liability (Army example):* 15 days plus four periods of not longer than 36 hours – not currently enforced (funding).

*Liability for Service (Army example):* On discharge a regular soldier becomes a member of the (higher category) Army Reserve for 6 years or to a combined total of 22 years, whichever comes first. Personnel then move into the (lower category) long-term Reserve for a balance of Regular and Reserve service of 18 years or age 55, whichever comes first.

*Role:* Units to WE plus In Theatre Replacements.

##### Volunteer Reserves

These are civilians who volunteer for military training and assume a liability for call out in times of emergency. There is a tradition of civilians volunteering for military training in their spare time in face of a particular threat, usually in things they like doing privately. The latest (Army) version of this stems from creation of volunteer units to face French invasion in the early 19th century. This was turned into a home defence 'Army' in 1908 (Territorial Force) – led by socially prominent (responsible) citizens.

*Training Liability (Army example):* 15 days continuous (Annual camp) PLUS 15 days during one year.

##### Sponsored Reserves

These are reservists who work for a Ministry of Defence contractor. It is fairly new. They exist in the Army, Navy and Air Force:

- **Navy**
  - Roll-On/Roll-Off Ferries (Crews Being Recruited)



Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)

Group Captain John Ross, United Kingdom, emphasizes a point during his presentation.

Le colonel d'aviation John Ross, du Royaume-Uni, fait ressortir un élément de sa présentation.

- **Army**
  - Heavy Equipment Transporter (FASTRAX)
  - NAAFI / EFI (Under Consideration)
  - Future Wheeled Recovery Vehicle (Under Consideration)
- **Air Force**
  - Mobile Meteorological Unit (MET OFFICE)
  - VIP Air Transport (SERCO) In the future we have some others coming along...
  - Future Strategic Tanker Aircraft (Evaluation)
  - Airfield Support (Under Consideration)
  - Defence Fire Services (Under Consideration)
- **Central**
  - Medical Support (Under Consideration)

Sponsored Reserve is something we will see a lot more of in the United Kingdom in the years to come.

### **Balance of UK Forces**

This is a breakdown of the personnel:

- Regular Forces (208,000)
- Regular Reserves (154,000)
- Volunteer Reserves (38,000)
- Subject to call-out (51,000)
- Pensioners and Long Term Reserves (103,000) (recall)
- Total Reserve Forces (192,000)

### **DEFENCE INTENT FOR THE USE OF RESERVES**

I would now like to turn to the Ministry of Defence intent for the use of the Reserves, beginning with the vision statement. I would ask you to take the time to consider this:

*“The strategic intent for Reserves, whether volunteers or former regulars, is for them to provide an appropriately structured, ready and capable component of Defence, able to be mobilized for any type and scale of operation. They will be a professional cadre which is fully integrated into Defence and the community and held in high regard by their regular counterparts and by the nation.”*

So why did we develop this document? We did a review back in 1990-91 following the Gulf War that identified a need to change the role of Reserves. With the current conflict in Iraq we saw that we would be using reservists in great numbers for a long time. The message here is if you are a reservist you are getting mobilized. We had never said this before. The Reserves was for many a bit of a club where they could get away from their families for the weekend. But when it actually came to mobilizing people, there were problems.

The Defence White Paper that came out of the review saw Reserves providing forces for both contingent and enduring operations, which cannot always be justified as full-time parts of the Regular structures and establishments on grounds of cost or the need for specialized transferable skills.

### **THE ROLE OF RESERVES**

The three primary roles for which Reserves are resourced are:

- The provision of additional capability for large scale operations.
- The augmentation and reinforcement of Regular Forces for enduring operations.
- The provision of specialist capabilities that are not available in sufficient numbers in the Regular Force structure, and may be used across all operations, depending on the requirement. For example, we rely extensively on reservists to provide our medical capability.



In addition to this, the Reserves' geographical distribution enables some important secondary tasks that may require very limited and carefully targeted extra funding, including the maintenance of Defence links with the civilian community and provision of the Civil Contingency Reaction Forces (CCRF) for crises in the United Kingdom. A problem we have which you might have with the military is a lack of visibility. Many families have not had a member in the military. The Reserves give us a local footprint that wouldn't otherwise be there, helping to maintain Defence links with the civilian community.

### DEFENCE INTENT – KEY PROVISIONS

There are some provisions regarding the tasks Reserves may undertake. First, Reserves are more “auxiliaries” than a true strategic Reserve.

Second, the Volunteer Reserve is now the Reserve force of first choice for taskings.

Third, we don't intend to use our reservists more than one year out of five years. We originally had a policy of one in three. Lord Glenarthur's committee said this was not sustainable from an industry perspective. We can use reservists only if we keep everyone associated with that reservist on side so the policy change was required. This kind of advice we got from National Employer Advisory Board was absolutely essential to us.

Fourth, we will give 28 days notice of mobilization. This is also something that came from National Employer Advisory Board. There were a great many employers getting two to three days notice. This is a very easy way to break the Reserves, so it is not a wise thing to do. What we want to do is give employers enough time to work within their comfort zone. Most employers are used to four weeks notice. That does not mean we guarantee we will always give 28 days notice, but it is our goal.

The final provision of the Defence intent for the Reserves is that we never lose sight of the importance of employers in enabling reservists to mobilize.

### MOBILIZATION

#### Legislative Framework

There are two key pieces of legislation to look at. The first is the *Reserve Forces Act 1996*. As Lord Glenarthur has stated, the *Reserve Forces Act 1996* was one of the most farsighted pieces of legislation to have been passed, having happened before the present circumstances. The whole thing is on our website.

The second piece of legislation is the *Reserve Forces Safeguard of Employment Act 1985*. I would argue the *Reserve Forces Safeguard of Employment Act 1985* was another pretty farsighted piece of work. As the name implies, it safeguards reservists' jobs if they get called up for duty.

#### Indicative Mobilization Process

It used to be the first on the list was the first to go. We got smarter. We have started to find out who is available and willing to go first. The process is the following:

- MOD instructs PJHQ to undertake operation.
- PJHQ then tells Sea / Land / Air Commands what Force Elements are required.
- It is then up to Commands to decide on Regular / Reserve balance in their own element.
- If Reserves are required, they must make a submission to Ministers, regarding how many are required, what for and for how long.

### Statistics

Here are some statistics regarding mobilization:

- Some 16 battalions worth of Territorial Army personnel deployed in the last three years. These are about 10,000 reservists. We are talking about really significant numbers here. Ten per cent of deployed forces by number are reservists.
- Applications for exemption or deferral have been consistently reducing over the last three years. It is almost counter intuitive. We are still getting the support from employers. The thing I take from that is we must be doing something right. Part of this has to do with how we select people for mobilization.



- Commands then select and earmark reservists. If found fit and able to go, their names are put forward for call-out.
- Ministers place a call-out order before Parliament and authorize call-out notices.
- Mobilization begins.

It takes about five months from the time there is a thought, to the time there is mobilization.

## RESERVES CAPABILITY DEVELOPMENT

There are several top-level issues of concern to developing our Reserves capability. I will outline them here.

### Volunteers and the Willing

There is a problem with volunteering twice—first to be a reservist, then volunteering to mobilize. This can cause problems for reservists at home and work. They need to make it clear with employers and families that when they are in the Reserves, they will be mobilized. We try to help them go into this position.

### Welfare

Something we learned extensively out from Operation TELIC, our present mission in Iraq was to broaden our understanding of welfare. There are many issues for reservists that don't exist for the Regular Force that became apparent in OpTELIC. With welfare, we generally talk about the family. But it is the employer as well. They are still interested in their employee, what he is doing and when he'll be back. This is another dimension to the welfare situation.

### Management of Information

I don't know what it is like in your country, but for us, getting information is almost impossible. The structure of the Reserves doesn't lend itself well to centralized management. They are very often set up in a regionalized manner.

### Recruiting and Retention

We have some very large shortfalls in key areas. The Royal Navy Reserve is 27.63 per cent below its established strength. The Royal Marine Reserve is 18.28 per cent under-strength, the Territorial Army 13.82 per cent under-strength, while the Royal Air Force Reserve is 15.75 per cent under-strength. To resolve this, we need to put more effort into recruitment. Despite these figures, ops are sustainable for the next 12 months at current commitment levels.

Another message out of OP TELIC is to reduce the difference in the treatment of Regular and Reserve Forces. This has been changing over the past couple of years. It has drawn together the Regular and Reserve Forces and has increased their level of respect. I think there is a new standing among the Reserves that wasn't there before. We are now starting to look at the problem differently. Whilst figures are worrying, sustainability is a meaningless term by itself. What is more critical is availability. From our perspective, sustainability equals availability plus commitment.

### Financial Payments for Mobilization

One of the other things we have done, again at the recommendation of NEAB, is to institute Financial Payments for Mobilization by which we pay employers for taking reservists away from them. This includes paying advertising and training costs for replacement personnel to a maximum of 40,000 pounds. Another aspect of this policy relates to the pay of reservists who are mobilized. For a normal reservist, his pay rate in the military will be less than what he is paid in civilian life. So we also pay persons who have been mobilized the salary they earn in civilian life, even if the pay is above their rank. For example, lawyers and medical personnel will be paid their professional salary up to a limit of 200,000 pounds.

## CONCLUSION AND QUESTION PERIOD

That concludes my presentation. I will now open the floor for questions.

Q. Clarification re: pay and benefits. Is the pay the same when mobilized or all the time?

A. When they are mobilized. There are some differences between when they are mobilized and when they are at their own Reserve units because they do the latter Reserve work as a volunteer.

Q. Are you telling me that a civilian lawyer would be paid 200,000 pounds a year if he is mobilized to work as a clerk?

A. Yes in theory, although numbers are very low.

Q. Question re: legislation regarding call-out notices. Is it mandatory that reservists go or do they have a say after they receive a call-out notice?

A. At this point in the processes it is mandatory because we have already talked to them to verify they can go. But the employer can appeal against it.

Q. In the case of hospital and medical staff who are reservists, have you talked to their employers about trade-offs?

A. Yes we have because we have had tremendous problems. One of the first people brought onto the NEAB was from the National Health Service. We don't commit medical people for the same period of time as other reservists. There is a concordat that sets out relationship between the two. It has taken us through a number of initiatives. We have looked at having integrated medical teams from hospitals work together for the military. I suggest we talk about this further later.

Q. If you have a reservist killed on service, what sort of compensation do you have in place, given that life insurance policies are no longer valid.

A. It depends on what his pay is at time. We will treat him the same way as we treat a Regular Force member. But if he is a corporal earning 200,000 pounds outside, the loss of the person to injury or death and cost to families is a lot more substantial than corporal pay... There are some schemes. This is an area where there is more work going on. The Americans have a program and we are looking at it. When there is a war, insurance companies become very conservative. Strangely, when you look at statistics, the number of people killed in this group is no different than who would be killed in auto accidents and other accidental deaths. You are right: it is a very important welfare issue.



## A FRAMEWORK FOR EMPLOYER SUPPORT

by: Group Captain John Ross, RAF

### Deputy Director Operations Support

I would now like to talk to you about a framework for support. Things have changed over the past two years, especially due to Operation TELIC, the UK's deployment to Iraq.

How **do** we try to create the right environment? We are trying to ensure military capability. It is absolutely as clear as that.

Employer support activities are key to this. We are very focused on employers and employers of reservists. We have learned that one size does not fit all. I hope you find comfort in what we are doing. If you want to steal ideas, feel free. We find that if we can communicate with employers, generally they will be supportive of our reservists.

In terms of employer support, there are three levels of support – national, regional and local unit. When Operation TELIC started, there was confusion on who is responsible for what.

Work at national, regional and unit level should be integrated and they should start working together from the beginning.

#### NATIONAL ACTIVITY

##### Legislation

As discussed in earlier presentations, there are three pieces of legislation in place, including *Reserve Forces Act 1996*, *Reserve Forces (Safeguard of Employment Act 1985)* and *Financial Payments for Mobilization*. We are also supported at the government level by policy (The Defence Directive on Employer Support), publications and advice.

##### National Employer Advisory Board (NEAB)

The NEAB has an important role. It is a great benefit having them working with us. If I have Lord Glenarthur working with us, I know it gets us access to the Chief of the Defence Staff. It is a mutually beneficial relationship that provides informed, independent advice.

##### SaBRE Campaign

SaBRE is an implementation program. Tim Corry looks outward while I look inward to MOD.

SaBRE operates a website, conducts public relations, maintains a helpline and conducts direct marketing to employers. They are the key to employer support.

#### REGIONAL ACTIVITY

##### Regional Employer Support Groups (RESG)

Incorporating Reserve Forces and Cadet Associations, SaBRE, chain of command, employer and NEAB representation where possible. There is a tie-in between them. Either myself or Tim attend these meetings so there is a tie-in with the national campaign.

**Regional SaBRE Campaign Directors (RSCD)**

Contact with the chain of command and employers.

**LOCAL AND UNIT ACTIVITY**

**Chain of Command**

Primacy lies with the chain of command. The Army has Divisional and Regional Employer Support Officers (DESOs and RESOs). All Volunteer Reserve Force Units have Unit Employer Support Officers (UESOs).

**The reservist**

The reservist has a responsibility to develop that relationship. We are there to help them guide and shape the relationship with their employers. We don't expect much from a reservist unless they are having difficulty getting time off, and then we expect a lot. Chain of command has primacy for the relationship between reservists and employers.



## SaBRE

by: Lieutenant Colonel Tim Corry

### SaBRE Campaign Director

Good morning Ladies and Gentlemen.

You've heard how the various elements of employer support fit together. I now want to explain the SaBRE campaign in more detail.

This is what I propose to cover:

- Background on SaBRE
- SaBRE in context
- Activities
- SaBRE Marketing Plan
- Lessons learned

We will take questions at the end.

First then, a look at what led up to the launch of SaBRE.

#### **BACKGROUND ON SaBRE**

The National Employer Liaison Committee, or NELC, was the first step in 1986 to formalize employer support, and to provide advice to the Minister of Defence. The NELC had 15 members.

An NELC study recommended a marketing campaign. The NELC campaign was launched in 1988, comprised of national advertising. It ran for the entire existence of the NELC. Other aspects of the program included awarding supportive certificates to those signing up to be supportive. Advertising is very expensive and did not necessarily speak to the right people. There were a number of things that happened that caused us to think there had to be a better way of doing things.

Following the end of the Cold War, a Strategic Defence Review was conducted that recommended the greater use of Reserves. There was a lack of communications with Reserve units. We didn't know where the employers of our reservists were. They were strongly encouraged to give their Commanding Officers information about who their employers were and how to reach them.

Following a marketing strategy review, the recommendation was made to re-brand the NELC. Fundamentally, what came out of this was to separate NELC, the body, from NELC, the campaign.

Accordingly in 2002, the NELC campaign became Supporting Britain's Reservists and Employers, or SaBRE, while the NELC body transformed into the National Employer Advisory Board, or NEAB. The relationship between the two is that NEAB advises on content and effectiveness of the campaign that SaBRE carries out. This was not a short exercise. It took nine months.

SaBRE was launched tri-service in October 2002. This was just on the eve of mobilization of reservists for Iraq. We had been wondering how to make people aware of SaBRE. The Iraq war gave that to us. We were right on the map.



## SaBRE IN CONTEXT

This is where SaBRE fits in to the greater scheme of things. It has national, regional and unit components. SaBRE is a national campaign delivered regionally. The United Kingdom is split into 13 regions, each with a Regional SaBRE Campaign Director (RSCD) supported by an administrative assistant, paid for out of SaBRE funds. These people are a real mixture of experience with a solid understanding of regional concerns. The system is now working quite well. Day-to-day management of the RSCD office is exercised through the Chief Executive of Regional Reserve Forces and Cadets Association. You can send out lots of messages from head office, but what really appeals to employers is to meet with them face to face. The regional offices provide this.

Each RSCD is tasked to deliver the SaBRE campaign in his/her region. Workshops are held every two months to develop good practice. In all our activities, at both the national and the regional level, everything we do is ultimately aimed at making it easier for employers to release reservists for operations and routine training.

Let's now look at the various activities that together go to make up the SaBRE campaign. I'll begin with a summary of the complete range of activities. They are:

- National campaigns
- Public relations
- Advertising
- Direct marketing
- SaBRE website
- National Relationship Manager
- Employer database
- Research: Collateral material for RSCDs

I will talk more about national campaigns, the employer database and the National Relationship Manager in a moment. First though, I will say a few words about research and collateral material for RSCDs.

First, we use a lot of research. We buy it commercially. It provides an objective assessment of how we are doing and gives us a health check on the issues. I encourage you to use research on a regular basis. It isn't particularly cheap but then you avoid costly mistakes.



*Photo by Holly Loranger, House of Commons Photo  
 Photo par Holly Loranger, Photo de la Chambre des  
 communes*

Lieutenant Colonel Tim Corry, United Kingdom, during the tour of the House of Commons in Ottawa.

Le lieutenant-colonel Tim Corry, du Royaume-Uni, pendant la visite de la Chambre des communes à Ottawa.

RSCD collateral materials come in the form of introduction and welcome packs and brochures. We provide RSCDs with a lot of information that they can leave behind with employers. We find you can overload employers with information, so we want to keep it fairly simple.

As an example of how research can help, before the launch of SaBRE research provided the following output as to who our audience were:

- Traditional focus was 'active support' employers. We spent too much of our time here.
- At the other end of spectrum approximately 10 per cent of the audience were not interested in any approach.
- Core audience: 70 per cent open to be persuaded.

Generally speaking, people know very little about the military. So concentrate on the middle 70 per cent. Most will understand your logic and say "Yeah, I can go along with that."

Our campaign strategy is built on the premise that "The more employers know, the more likely they are to be supportive." Employers' knowledge requirements include an understanding of the following:

- Rights, obligations, legislation
- Where an employee is while mobilized, security permitting. (There is a duty of care to the employer that we keep the employer informed once the reservist is mobilized.)
- What reservists achieve on operation (Iraq public relations stories)

- What your employee does at weekends / on camp

This creates a climate of supportiveness and helps the RSCDs to get through the door and sign employers up. At the very least the employer will hear about us. The statement is not legally binding; it is more of a moral commitment.

## ACTIVITIES

So how does SaBRE go about providing information for employers? We have a number of national campaigns running all the time.

We have a public relations campaign conducted by a business-to-business public relations agency. The public relations campaign comprises media visits and media relations. An example of a media visit would be employers plus journalists going to the officer training academy at Sandhurst. With our media relations we seek opportunities to speak to the press, print as well as broadcast – radio and TV. The goal is to try to raise awareness of the reservist agenda and awareness of reservists in general. It is more about meeting them on their ground than having them come to ours. When the Iraq campaign happened, we launched a national campaign and a lot of employers found out they had reservists working for them they didn't know about.

Last year the campaign reached 18 million adults. Since April of this year, we have reached 13 million. The 18 million figure represents around 50 per cent of managers and directors in public and private sector businesses.

Advertising was used in the early days of SaBRE. The strategy is to drive people to the SaBRE website. We find employers are less concerned the more they know about how mobilization might affect them.

We also use electronic direct Mail. It is used to inform employers about how mobilization might affect them.

The idea of our regular direct mail communications to employers are about shedding light on issues to do with reservists in employment that employers themselves told us about. Regular/frequent communications engage and create a dialogue with employers. There were three mailings in financial year 2004-2005, totalling 77,000 individual mail shots. As with public relations, we use an outside agency to create and execute the mailings.

The SaBRE website provides employers with comprehensive information. As you know, a website is a great way to get information to people 24/7. A website needs constant update and renewal. To give you an idea about how effective it was, we had over 600,000 visits since it was launched. To put this in context, this translates into 20,000 visits per month as against 430 visits to old NELC website. This is an increase of 4,000 per cent.

We also maintain a helpline. It has received 4,280 calls since we opened for business. This means 4,280 opportunities to provide help, information and advice. This is a great opportunity to talk to people.

The last piece of the jigsaw puzzle is the National Relationship Manager (NRM), which provides focus on the largest employers who by definition have a national reach. SaBRE's NRM is Simon Barnes. He has a target list of approximately 85 organizations—large employers, government departments and employer focal organizations such as trade and sector associations. These are big organizations concerned about managing, which is where 'shedding light' direct mail communications and SaBRE as the employers' office in the Ministry of Defence fits well. If you can get to them, they act as a multiplier in getting your message out to others.

Another part of Simon's work is to organize visits abroad for employers to see reservists on operations and training. Employers see reservists in action on trips to the Balkans, Iraq and Afghanistan. He also organizes shorter visits in the United Kingdom, which are often more suitable for very senior people.

There is some thought that we should scale back a bit on the number we do.

Here is a summary of what has been achieved;

- 18 million adults reached last year, 13 million this year via public relations
- 77,000 individual pieces mailed since April 2004
- 600,000 visits to the website since its launch



## LESSONS LEARNED

Rather like SaBRE, some of you will have inherited elements around which you will have to work. For those who start from a clean piece of paper life is easier.

These ideas are based on our experience in the United Kingdom and therefore might not suit everybody. Given a clean piece of paper, I suggest this model which includes:

- Legislation to call out reservists, protect jobs, assist reservists and employers
- Defence policies to decide how and when reservists will be used
- Clarity as to who is responsible for what in the delivery of employer support. This can be time consuming, but essential to get right in order to avoid duplication and confusion. One of the most dangerous things I have discovered is the over-enthusiastic amateur.
- Good data-again, if you are going to talk to the employer community, you clearly need good data. Without accurate employer data as to where reservists work, it is impossible to have an accurately targeted marketing campaign. This results in wasted resources and frustrations.
- Development of the marketing plan
- Independent research-I can't over-emphasize the value of independent research to provide objectivity and validation of strategies and plans.

- 4,280 calls to the helpline

This is how effective the activity has been. We have received 10,807 'Declarations of Support,' which encompass any level of supportiveness on our questionnaire, or 'claimed by RSCD.' We also have 38,266 leads, which equals approximately 25,000 employers. All leads are centrally held on Salesforce, SaBRE's employer database. Very importantly, these leads can then be cross-referenced, which is crucial for further campaigns and the work of Simon.

## MARKETING PLAN

Here is a quick look now at the development of the SaBRE marketing plan. It is an annual plan for which work starts approximately 6 months before the start of the year in question. It begins with annual research into shifts in employer attitudes and awareness in the autumn. This is followed by a series of strategy/brainstorming meetings, both internal and with SaBRE's media agencies.

A draft plan is completed by Christmas and presented to the National Employer Advisory Board (NEAB) at its meeting in mid January. The NEAB endorses the content and mix of activity in the plan.

Budget sign-off is agreed to at a meeting of the SaBRE Executive Committee a few weeks later. The plan becomes live at the beginning of the financial year in early April. The plan is a living document and will alter in detail throughout the year. It needs to have this flexibility in order to react to changing circumstances.

I am very happy now to take any questions you may have.

## QUESTION PERIOD

Q. What is your budget?

A. Just over three million pounds in SaBRE. But there are other people in other sections who do stuff that don't come under SaBRE. So it is well over three million pounds. Then there is the cost of compensation.

Q. Are you getting the money from the government in time to run your programs?

A. We have about a two-year process to put in for money.

Q. What about students? What is their percentage of the whole of reservists?

A. A very small percentage are students. I believe it is 10 per cent for students and self-employed. Sometimes, people didn't want to divulge the information. This may be clarified because there is a new law that compels reservists to tell their employer they are reservists.



## UNITED STATES OF AMERICA PRESENTATION

by: **Bob G. Hollingsworth**

**Executive Director, ESGR**

### INTRODUCTION

Good afternoon. I hope you got as much out of the UK presentation as we did. There was a lot of good information there. Léo, I want to thank you and your staff for all the good work you have done in organizing this conference.

As I was listening this morning I was really impressed with what the United Kingdom is doing. You are way ahead of what we are doing in some areas. You guys have it really figured out. I don't know whether you guys have figured out the bureaucracy, but you are in many ways ahead of us.

These are the seven seals representing the different branches of the US Armed Forces Reserves and Guard. With that many branches, there is a lot of data to pull down. One of the problems when I first came to this position seven years ago was defining our target audience. Of our roughly 830,000 Guard reservists, we knew there were 120,000 that were employed by the federal government. When we got legislation to protect reservists' jobs, it said the US government would be the model employer. But guess whom we have the most problems with? The federal government is who. We are starting to sort things out.

We had the US Bureau of Labor sign a statement of support. After that we saw a big change with more people coming on. But thereafter, there was a problem identifying who the employers of reservists were. We didn't know whom we needed to get face to face with. We went at it by a shotgun approach. I wasn't comfortable with this. We needed a rifle approach.

We went to our Guard and said we need information in our database that didn't interfere with privacy so we could contact employers. In your countries as with ours, I'm sure you have laws that restrict how you use databases. This comes at a time when we have the largest use of Army Reserves and Guardsmen since the Second World War. We have 140,000 deployed now.

There is some debate whether we have enough Guardsmen to deal with the global war on terrorism. The Chief of Staff of our Army says we have enough. There is some discussion about farming out to civilians some of the stuff done now by the military. We need to make the Army like the Marine Corps where every man is a rifleman. That is the ethos we are aiming at.

Currently our Air Force Reserve manpower is being brought down tremendously. As a result of the peace dividend at the end of the Cold War, we dropped 49 per cent. In the Army we dropped by 29 per cent. We still have areas for cuts based on changing requirements. We have too many artillerymen and not enough in other areas.

We have skill sets in our Reserves that we need in theatres of operations that the regular military doesn't have. We have local government officials, engineers, etc. that can do stuff overseas.

We have symposiums where we bring together industry officials and Department of Defense officials to see where we can cooperate. For example, we have a lot of relationships with the airline industry. We were able to sit in a room and discuss it eyeball to eyeball and help pave the way for mobilization. What we have found is that all that



*Photo by Holly Loranger, House of Commons Photo  
Photo par Holly Loranger, Photo de la Chambre des  
communes*

Bob G. Hollingsworth, United States of America, during the tour of the House of Commons, in Ottawa.

Bob G. Hollingsworth, des États-Unis, pendant la visite de la Chambre des communes à Ottawa.



employers want is predictability. They tell us: “We want to know when you will require to mobilize this young Guardsman so I can plan around it.”

We heard this morning from the United Kingdom that there are many employers who are small business owners who don't have the built-in flexibility for the military to take their manpower. We have worked with small business administration to overcome these liabilities.

### Difficulties

When you offer tax breaks to airlines that are losing money, they aren't necessarily benefiting. Tax breaks don't help local police services.

We consider 30 days mobilization for service is something that is okay with employers. We are developing a six-year plan regarding mobilization of Reserves. The Air Force takes people over for three months which a lot more manageable than a year to 18 months for the Army.

With 48 per cent of reservists mobilized, we bought time for the Regular Force. On the next rotation of Reserves to go through on the war on terror, we expect to see the numbers reduced.

### Costs and Sales Pitch

Options are a large active component force, which costs money. For 10 cents on the dollar, we can have a large Guard that we can crank up like a rheostat when we need to fill our need. We need to come together like we are at this conference to exchange ideas from each other about this.

### Way to convince

Two years ago, two guys in one car with one rifle (John Lee Malvo and John Allen Muhammad) held the country and the economy of the United States at bay. We tell employers that what we have happening with the Global War on Terrorism, we have a whole lot more people with lots more guns. They can relate to that. We also bring back to their memories the brutal attacks on us that occurred on Sept. 11, 2001, and they come on side with us.

One-third of people on active duty are students who end up making money coming on service. One-third break even, one-third lose money because they have civilian jobs, which earn them higher income. We have some companies that will pay the salary differential. A few will pay full salaries and benefits.

### Employer Support of the Guard and Reserve Mission

This is the ESGR mission statement.

***“Gain and maintain active support from all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service.”***

We also talk to employers about other support they can provide for reservists, such as helping out with reservists' families when they are away, whether it is problems with the home or car, or a need for babysitting.

Two per cent of Americans knew what Employer Support of the Guard and Reserve was about a few years ago. We have brought this percentage up now. As we change as an organization, we have made significant strides. What we really want to do is change the behaviour of employers.

### Background

ESGR was established in 1972. State committees were added in 1978. There are now over 5,200 committee members. The most important aspect of our organization is that we are volunteers. We now have 55 committees, one for each state, our three territories, the District of Columbia and Europe. Starting with the regional concept, we are trying to take it forward.

We currently have 163,517 Guardsmen and reservists mobilized and have demobilized another 325,801. That's a

total of 489,318 for the Global War on Terrorism. Meanwhile, the total strength in our Reserves is 838,285. We try to get stories back from the theatre. We want employers to show ownership of these reservists so they realize they are inextricably linked to the war. We want them to know that their young man or woman is over there putting their life on the line due to the employer's support. The sun doesn't set anymore on the world of the Guard and Reserve. They are active all the time.

## ESGR PROGRAMS

The ESGR operates several programs, by which we "Shape the Battle" via employer outreach, awareness and marketing. These programs include direct marketing, employer recognition and awards, strategic partnerships, Bosslifts, public relations events, and ombudsmen services. I shall briefly run through a description of each of them.

### Direct Marketing

We decided to do a direct marketing campaign. Most marketing people say a two per cent return is good. We have been getting eight per cent. We are sending direct mail to 100,000 known employers of Reserve members. The objective is to move employers through a five-star level, which is above and beyond the amount required by government legislation.

ESGR headquarters conducts "wholesale" outreach to gain one-star statements of support. ESGR state committees conduct "retail" outreach to move one-star employers through the two- to five- star steps.

We use a professional service to handle our direct mailing distribution. We don't want volunteers out in the field to be responsible for logistics.

### Awards Program

A Guardsman or reservist can submit his or her employer's name in for a Patriot Award. This is the initial level in a four-tiered system.

As it goes up the chain, the nominated employer will be considered for a Chairman's Award, which are the state awards. The top employer for each state receives the Pro Patria Award.

The top employers in each state are then considered for national recognition with the top award being the Secretary of Defense Employer Support Freedom Award.

### Bosslift

The Bosslift program enables employers to see the Guard and Reserve in action. It lets employer see the leadership and other skills these people have. Employers come back home saying, "These are the kind of people I need."

Not only do employers witness valuable training, but they also gain an appreciation of our mission. Bosslift is a source of positive public relations for us. For example, the Governor of Illinois was so impressed that when he came back from a Bosslift he personally drove through legislation to help Guardsmen and reservists in his state.

### Public Relations Events

We conduct several public relations events. We have participated in the Rose Bowl Parade for two years. This has given us great exposure. We had a lot of good public relations for us rising from interviews with Guardsmen on the float. It was the only float that had a standing ovation the entire length of the parade route. (CNN video clip shown to delegates.)

We also got involved with NASCAR. After we took NASCAR guys over to Baghdad, we developed a car called America's car. We eventually had five stock cars, one for each service with colours matching each of them. The photo shown on the slide is one for the Coast Guard taken at the Busch Series races. Here is what it did for us. This is a copy of the *Coast Guard* magazine. The cover story is about it and there was a six-page article inside. Do you think there is anyone in the Guard who doesn't know about the ESGR now? I don't think so. We had similar coverage in other service packages. It was great brand recognition and at no cost to us.

We went to other professional sports teams like the New York Yankees (baseball club) and did signing ceremonies. We ran video clips on the stadium big screens. We also received statements of support from every state governor. That is ongoing. Every time a governor changes office we get one from the new one. And, every president since Richard Nixon has signed a statement of support for the Guard and Reserve.



**Ombudsman Services**

This is where we conduct mediation, both formal and informal, to assist Guardsmen and reservists who are experiencing problems getting time off from employers. ESGR conducts the informal mediation, which is volunteer-based. The US Department of Labor handles formal investigations using paid, professional staff.

There are four steps to the ESGR conflict resolution process. Step One is where there is disagreement between an employer and a Guardsman or reservist. In Step Two, somebody calls the ESGR call centre. In Step Three, the question is answered or an ombudsman is assigned. Finally, in Step Four, the ombudsman takes action. In 2004, 95 per cent of conflicts were resolved at a local level.

**ESGR ORGANIZATION**

At the national level there is a committee supported by 55 full-time staff. Below this are the 50 state committees, four territory committees and one European committee supported by a total of 5,200 volunteers. Our volunteers are ESGR's backbone.

We have 5 regional deputy directors and 55 program-support specialists. There are full time contract staff in each state supporting state committees

**LONG -TERM STRATEGIC PLAN**

**Goals**

The ESGR has five overarching long-term goals. These are:

- Gain support from all identified reservist and Guardsmen employers.
- Be *the* Advocate for reservist and Guardsmen employers within the Department of Defense.
- Ensure the viability of Reserve and Guard volunteer forces.
- Educate customers and stakeholders.
- Transform the ESGR organizational structure to be relevant and effective.

**The Challenges**

Everyone who owns a business is a potential target for us. We are going to reach them, get them to commit, and then we want to educate them and reward them. In 2003 our outreach efforts connected us with 4,037 employers. This was up to 14,153 in 2004. We're up to 103,000 so far in 2005.

Another challenge is to develop an integrated information database. We almost have our databases talking to each other.

Funding is also a challenge. Here is a comparison among Allied Nations: *Australia* spends US\$290 per reservist per year, the UK US\$83, Canada US\$11.12 while the United States spends US\$7.66 per reservist per year. The United States is seriously under-funded.

This concludes my presentation. I will now be glad to take your questions.

**QUESTION PERIOD**

Q. Are there any other benefits you give the employer such as business contacts or contracts?

A. No. All we have to appeal to is their patriotism. (*Shown video shown at 2004 national awards that appealed to US patriotism.*) We played that to 650 people. There wasn't a dry eye in the house. And that is all we have to appeal to them, which is not perfect, but it has worked so far.

**Volunteer Development**

Volunteers are the backbone of our organization. We must recruit, train and retain them. We use the "Four 'I's" of recruitment and retention to get them involved. These are:

- Identify all potential candidates.
- Inform prospective members.
- Invite candidates to join based upon interests.
- Induct members in a meaningful fashion.

To help retain the volunteers we rely on the three Rs:

- Regular communication
- Recognition
- Recurrent training.

We need recurrent training to keep our volunteers current. There are five steps to our volunteer training process. The first step is getting the volunteer to join the ESGR. The second step is to issue them a Welcome Letter. Next, the volunteer attends what we call ESGR 101 training. In the fourth step, they attend special training. In the final step, they are put to work.

## AUSTRALIA PRESENTATION

by: Marc McGowan

Executive Director

### Defence Reserves Support Council

#### INTRODUCTION

Good morning Ladies and Gentleman. I am honoured to have this opportunity to address you today on what my organization is doing to assist the Reserve members of the Australian Defence Force, and to assist the employers of those reservists.

The Defence Reserves Support Council (DRSC) has been around in many forms for over 20 years; however it has only been in the last 5 years that it has been funded and given the personnel to do the job that it has been given by the government. Beforehand it was pretty much an old boys club. I remember while serving as an operations officer in a Reserve unit in Northern Australia, I asked my commanding officer what does this Defence Reserves Support Council do for us? His reply was "Five per cent of nothing."



Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)

Marc McGowan, Australia pictured at the Conference Dinner at the Canada Aviation Museum.

Marc McGowan, de l'Australie, lors du dîner de la Conférence au Musée de l'aviation du Canada.

So at the end of my 28-year military career, when I was offered the opportunity to come over and run the Council, I jumped at it. The experiences I had while serving really set me up to know the types of things we had to do for our reservists if we were going to make it a viable organization.

During my presentation I will cover the following areas of interest. Firstly, I will outline the Australian Defence Force Reserve, how it is structured and its contribution to Australia's Defence capability. Next, I will discuss the enhancements and legislation that were made to the Reserve. I will cover in some detail the DRSC and the Employer Support Program. I will then discuss two other aspects of Reserve service that, while not within the responsibility of the DRSC, do impact on availability and our relationship with employers and the community. These are the Employer Support Payment Scheme and the Office of Reserve Service Protection.

#### STRATEGIC ROLE OF THE AUSTRALIAN DEFENCE FORCE RESERVE

Under the most recent Defence White Paper, the federal government gave the Reserves a new role, which is to support and sustain the types of contemporary military operations in which the Australian Defence Force may be increasingly engaged. This role is very different from previous roles, such as providing a base for expansion or a structure for mobilization.

#### Nature of Reserve Service

Reserve service in the Australian Defence Force is of two types. It is either voluntary service on a part-time or full-time basis or mandatory service on call-out. Part-time service can be served using training days and the average number of days that an active reservist would perform in a year would be 30–50 days. Continuous full-time service

means that the reservist becomes part of the full-time force and serves under Regular Defence Force conditions. Call-out is when the government requires the Reserve to report for duty.

### Composition of the Reserves

To provide an indication of the importance of the contribution of the Reserve component to capability within the Australian Defence Force, it is worth viewing the personnel numbers compared against the percentage of the total force. There are over 18,000 active reservists, with the Army making up the bulk of these. If you include standby reservists, it is upwards of 36,000-37,000. This is over 39 per cent of the Australian Defence Force. Over 46 per cent of the Army is made up of reservists. This, in any language, is significant. Just as an aside, while these figures are small compared to some of the other nations represented here, the problems associated with employer support are identical, just on a different scale.

In Australia, the Reserve is very strong in the regional areas. For example, we came to the realization that a company-sized group (around 120) provides financial input of around A\$1.1 million per year to the local economy. In a major establishment in a metropolitan area, the input was up to A\$4.7 million per year. We came to the conclusion that our towns did not want to lose their units. They are very attached to their militia units. They are the ones that won the battle honours.

### Responding to Change

The government decided that they had to respond to the changing strategic environment. We had a Reserve that was not inputting a great deal into capability. At the same time, there was a large amount of money being spent on maintaining a Reserve Force that was unavailable to be deployed under the legislation as it existed at the time. We had to enhance Reserve capability and thereby realize the potential that was contained in what amounted to nearly 40 per cent of the Australian Defence Force. Availability equals capability. That is basically what we set out to do.

### GOVERNMENT INITIATIVES TO ENHANCE THE RESERVES

Government initiatives took two forms: legislative and non-legislative. While I will mention the legislative changes briefly, I will leave most of the information on that aspect until our discussion on legislation later in the week.

### History

I would expect that the first question many would ask is, "Why was there a requirement to enhance the Reserve?" It stemmed from two main problems. First of all, the government was restricted in the way it could use the Reserve. For example it could not call out the Reserve unless war was declared or there was a state of defence emergency. Reservists were able to volunteer for service, but if they did so it was without any form of employment protection.

The other concern was that because of these restrictions the Reserve was not considered as being able to have any real input to overall Defence capability. Because reservists were unavailable for deployment, they were not a priority for equipment or manning.

So in summary, the need for change was brought about by the government being unable to call out the Reserve to assist in all Defence scenarios. Secondly, there was no protection offered for reservists who volunteered for deployment. One other factor that had not even been considered before was the hardship that increased level of Reserve service would inflict on employers.

### Enhancements

I was lucky enough to be involved with this process from its inception and the first thing that the working party did was to sit down and arrive at a number of areas that we believed needed to be addressed. Obviously, we had to make the Reserve more available to government and Defence to use as the need arose. To do this, we had to address the organization of the Reserve Force.



Traditionally, the Reserve had been held on very long notice to move. In most cases, this was up to 365 days. Under the old role of providing an expansion base on mobilization this was acceptable; however, on a support and sustain role this was not suitable. Recent experience has shown that deployments requiring Reserve support can occur on very short notice. We therefore had to instigate a sliding scale of notice to move, which now varies from a matter of hours up to months and years in some cases.

Next, to encourage the involvement in a Reserve that was going to have a greater role in the day-to-day defence activities of Australia, we had to provide varying levels of protection. As I will explain shortly, it was decided that this would vary depending on the nature of service the individual was required to undertake. The final aspect that was addressed was the impact on employers resulting from the increased absence from the workplace by reservists who were now more likely to be deployed.

### Organization

As previously mentioned, it was hard to access the Reserve because they were on such long notices to move. It was decided to introduce the following categories of service that would be available to the Navy, Army and Air Force should those Services decide they wanted to use them:

- High Readiness Active Reserves is self-explanatory. These are active reservists kept at a short notice to move, in some cases a matter of hours that would enable them to deploy in response to a defence emergency.
- High Readiness Specialist Reserves were mainly medical and other specialist capabilities that may be required by the government at short notice.
- Active Reserves were those who had a training commitment, but owing to their military employment, could be held at a longer notice to move.
- Finally, the Standby Reserves. This category of reservists has no training commitment but are kept on the books so to speak in case of a future emergency. All members of the Regular Defence Force serve in the Standby Reserve upon discharge for a period of five years.

### DEFENCE RESERVE SERVICE (PROTECTION) ACT

The major aspect of the legislative enhancements was the *Defence Reserve Service (Protection) Act* of 2001. Through it, the government introduced a system of protection for reservists, which varied with the type of service to be undertaken.

An Office of Reserve Service Protection was established to handle complaints lodged under the Act. It has evolved that the office now handles complaints only from reservists; however, this is an aspect that is causing concern to the Council and I will cover this in more detail in the presentation on legislation later in the week.

### Employment Protection

Firstly let's look at employment protection. Basically this means that a reservist must be re-employed at the same level after a period of military service. It is fairly straightforward. They are required as a minimum to treat the employee as if they are on leave without pay. They cannot force reservists to use annual leave or other forms of accrued leave for military service. The exception was service called Unprotected Voluntary Service, which is,

### Availability

Until 2001, reservists could only be called out in time of war or defence emergency. In April 2001, the *Defence Act* was changed to allow the government to call out the whole, or any part of the Reserves, in any contingency across the whole spectrum of conflict, including:

- Warlike operations
- Peace enforcement and peace-keeping
- Humanitarian relief
- Civil aid and disaster relief operations.

These changes provide new flexibility for the employment of the Reserves within the total Australian Defence Force and ensures that any part of the total defence force, whether Regular or Reserve, will always be available to the government in any contingency.

These changes have seen reservists involved in all of Australia's recent deployments, including the conflict in Iraq and Afghanistan, as well as the provision of aid after the recent tsunami and earthquakes in Indonesia; peacekeeping duties in East Timor; responsibilities under the Five Power Defence Agreement at the Malaysian Air Force Base at Butterworth; and disaster relief within Australia during bush fires.



for example, if the reservist decided to undertake a period of military service that was not at the request of the Australian Defence Force but rather a lifestyle choice by the reservist. For service to be protected, it must be deemed so by the Chief of Service. There is one exception. This is the concept of unprotected military service.

### **Education Protection**

Another aspect of the protections provided for reservists under the enhancements is education protection. About 20 per cent of our Reserve Force is made up of students. This means that if a student-reservist is required to leave a course of study to undertake military service, then they must be re-admitted to that course of study after a period of military service. If exams had to be shifted, they were protected. Students are as fully protected in taking time off for military service as someone with full-time employment.

### **Financial Liability Protection**

The final aspect of protection was financial liability protection. This applies only after call-out and it provides for the postponement of financial liabilities until after a period of protected service has concluded. It covers the length of call-out plus a similar period up to one year and also extends to the declaration of bankruptcy and provides similar coverage for dependants.

We had to make sure that if the reservist was called up, the lifestyle of the family left behind was maintained. We did not remove the debt they had but what we provided for in the legislation was the suspension of that debt until they returned from service, and were back in the workforce. We also provided a buffer at the end of the service of basically 12 months. It also extends to protecting the dependants and protection from being declared bankrupt while in service.

### **Enforcement and Remedies**

The enforcement aspects are strong with both criminal and civil enforcement available. To date all problems have been able to be solved by mediation and education. We find that most employers are supportive of what we do. An avenue of appeal for employers is also an area of concern that I will address when I look at this aspect in more detail later in the week.

Where we have the problem is with our reservists. The reservists now suddenly find they have this great big hammer that they can hit their employer over the head with for time off whenever they want to. We have reservists going up to their employers on Monday morning and saying "I've just been deployed for six months and there is nothing you can do about it." We are trying to get the message to the reservists that, fine you can do that, but you should know there are ways and means around this legislation and other reasons why a person can lose their job. So unless they make the relationship with their employer a really solid one, they could have no shortage of problems. And the Office of Reserve Service Protection will not stand behind that reservist.

### **Office of Reserve Service Protection**

The final aspect of the legislative change was the establishment of the Office of Reserve Service Protection or ORSP. The office bearers, their responsibilities and duties were based in legislation. The ORSP was established to mediate concerns by interested parties, but has evolved into an organization that addresses the concerns of reservists. We have the power to take people to court. We haven't had to do so recently but have come close. I will discuss the ORSP in detail later in the week.

### **Other Initiatives**

In addition to the enhancements I have spoken about, there are a number of other initiatives approved by the government that should enhance the support for Reserves by employers and the broader community.

In order to make the training received by reservists more relevant to employers, Defence has implemented a scheme that will provide for the accreditation of Reserve military training. This will enable the migration of skills gained by the reservist in a military environment to a nationally recognized and accredited status in the civilian work-



place. Through this initiative, it is hoped that employers receive a “training dividend” as a consequence of releasing a member to undertake Reserve service.

A communication and public awareness strategy has been developed to promote the Australian Defence Force Reserves, the enhancement initiatives I have just covered and to engender community and employer support for the Reserves.

We have also undertaken to conduct a program of surveys to inform us of the development of policy that best meets the needs of employers and reservists. Our first survey was conducted in 2001 and we will be conducting another one in 2004. These are critical to ensure that our policies remain current and relevant.

## DEFENCE RESERVES SUPPORT COUNCIL

The DRSC as an organization has been in existence since 1984. It has gone through a series of name and form changes since that time, but has always been charged, although not staffed and funded, to fulfil its current role. In 2001, its membership was expanded as part of the Reserve enhancement package and it was given a specific mission:

### Mission Statement

The mission of the DRSC is:

*“to enhance the availability of the Reserve Component of the ADF by promoting the benefits of Reserve service to, and by establishing a flexible partnership with, the community in general and employers in particular.”*

Since the Reserve enhancements were introduced, the mission has been modified and expanded slightly to better reflect the support required by the community.

One of the strong points made by the Council was that the relationship proposed by Defence and business had to be of mutual benefit, hence the words “flexible partnership.” Their point was: this cannot be a one-way street. We aren’t going to stand there and have Defence take, take, take, without giving something back. I think that was the first time the Council dug its heels in, and said “You want us to do such and such and that’s fine, but you are also going to have to accept the fact that we are going to tell you things sometimes that you aren’t going to want to hear.”

One of the generals I work for came back from a meeting once and said to me, “That particular person is never to be employed on the Defence Reserves Support Council.” And he said “He had the temerity when I said something in the meeting to disagree with me, therefore I don’t want him on the Council.” I said to him “Well isn’t that exactly what we want? We don’t want people on the Council that say yes sir, no sir. We want a group of people who can sit there and say no, you’ve got it wrong. This is not what the employers of Australia want you to do, this is not what the reservists of Australia want you to do.”

### Roles of the DRSC

The DRSC has a number of roles as outlined in its Strategic Plan. The main one is to provide advice to government and Defence on matters affecting community and employer support for the Reserve Force. We place great emphasis on the fact that the reservist provides a very strong link between the Australian Defence Force and the community and you will notice that it is not only the employer or business sectors we are addressing, but the community in general. We believe that without community support, the recruiting and retention for the Reserve would diminish markedly.

### Structure and Membership

The Council is structured to work at the three levels of government that exist in Australia, that is the national, state and regional level.

The national executive is made up of three prominent Australians. Our current chair is Ms. Leneen Forde, who is here at the meeting. We have two vice chairs, one of whom is the president of the ruling government party with good access to the Prime Minister, and a 27-member Council. In my national office, I have a staff of four including myself. They include an assistant executive officer, a public relations manager and a coordinator of employer support activities. I also have access at the national level to a youth advisory committee of four members who assist the youth representative on the Council.

We have eight state/territory committees, one in each capital city. A number of regional committees are located in the major regional centres.

All members of the DRSC are volunteers and are not paid for the work they do on behalf of the Council. They are, however, reimbursed expenses and have travel and accommodation costs paid if they are working for the Council. The National Executive and the State and Territory Chairs are appointed by the responsible Minister of the federal government. Total membership of the DRSC is around 260.

We thought long and hard about the type of groups we wanted on the Council. On the National Council we have a number of major employer groups represented. These range from the Australian Industry Group through the Small Business Association of Australia, the Women's Council of Australia to the Indigenous Business Council. Our Defence Reserves Association and the Returned and Services League play an active role as do the representatives from the Australian Council of Trade Unions and the Ethnic Community Councils of Australia. It is interesting when you are sitting on a council with business members on one side and union on the other. But they have worked well together. The youth representative, with the assistance of the Youth Advisory Committee, represents the opinions of the 18- to 25-year-old age group.

The membership of the state/territory committees tends to mirror that of the National Council with minor adjustments to suit local circumstances.

## RECENT ACHIEVEMENTS

### Bosslifts

Two years ago, Australia had its first deployment of Reserve combat capability when a company of reservists drawn from Victoria were deployed as part of the 5th and 7th Battalions of the Royal Australian Regiment to East Timor.

Bosslift East Timor was the first time civilian employers had visited reservists deployed on operations. We fought and fought and fought to do this, and eventually the Army was told, "You will do this."

We took 12 employers who had released their employees to go there. The employers were a bit skeptical before they left regarding what they were going to see. We took them up to within 100 metres of the border so they could see the Indonesian guards on the other side standing there. Then all of a sudden, little Johnny, the clerk back at the office, was standing there with a fully loaded machine gun just back from patrol. The employers realized that these guys were doing a real-time job in the defence of Australia. These reservists were no longer the Tuesday night types. These kids were in danger, doing a real-time job.

There is no better way to get an employer to understand than getting on the ground and seeing what these kids can do. All these employers came back, and their attitudes had changed. They have been totally supportive. Since that time we have carried out two further Bosslift activities that have allowed employers to visit their reservist employees deployed as part of the Australian Rifle Company deployed to the Malaysian Air Force Base at Butterworth, Malaysia.

The public sector leave policy and the guidelines for private sector defence leave I will discuss in more detail shortly.



## Public Sector Leave Policy

The DRSC has managed to negotiate the introduction of very supportive leave policies with all of the state/territory governments and we are currently working towards similar agreements within the local government sector. Local government in Australia is interesting because it varies in size from the City Council in Brisbane, which employs over 40,000 people, to a small council in the north of Tasmania, which has five employees. So we can't come up with a "one solution fits all" scheme. I think it will be done by negotiation on a council-by-council basis.

The Council has also established a sub-committee to look at the relationship between Defence and the tertiary (education) sector both as employers and as a supplier of reservists.

The Public Sector Leave Policy is aimed at providing a supportive policy that can be held up to private enterprise as an example of the length that government is willing to go to support the Reserve. This is a crowning achievement of our organization. We got the Commonwealth government to agree to the provision of four weeks' leave at full pay to every reservist in the Commonwealth public service every year. In the first year of their service, they would provide six weeks' paid leave to enable them to do the recruitment. About 37 per cent of our reservists are public servants and another 2 per cent are state public servants. Now what this means is that defence can plan to have 39 per cent of its reservists available to train four weeks a year, no questions asked. That enables defence to plan courses and training to bring reservists up to a condition where they can be brought in at any time for deployment. We had a lot of support from the Prime Minister on making this legislation a reality and getting government departments to support it.

The other aspects of the policy are:

- Additional leave for training and deployments
- Accumulate over a two-year period
- Treat Reserve service as service for all purposes (leave, super) except for periods over six months.

It all adds up. From a DRSC point of view, this provides us with exactly what we needed to go to the private sector and respond to the question "What is the government doing?" that "This is what the government is doing." It is well above anything we had expected when we first started the negotiations.

## Private Sector Leave Guidelines

The Private Sector Leave Guidelines were introduced to provide direction to private employers who were looking to put together a policy that would support the release of its employees for military service.

By nature it cannot be compulsory but provides a wide range of options that enable a business to choose a level of support that they are able to manage. We have said to the private sector, "Just select what works for you." It also provides for the signing of a statement of support that enables them to participate in the DRSC employer support program.

The main aspects of the Private Sector Leave Guidelines are:

- Have a clear policy
- Statement of support
- Awareness by management
- Two weeks' leave per year
- Reservists don't have to use annual or long service leave
- There is a continuity of service in their job
- Reintegration into the workforce
- Preserve reservists' access to entitlements

As you can see, it is a wide-ranging document. It has been highly successful. We had some problems when we first brought it in due to the language of the original statement of support. There were some legal ramifications. So we had to amend it. I have brochures dealing with both the Private Sector Guidelines and Public Sector Policy, should anybody wish to take them.



## AUSTRALIAN EMPLOYER SUPPORT PROGRAM

The Australian Employer Support Program is basically aimed at educating employers about the benefits of employing a reservist in a civilian capacity. For a long time, we went down a path of saying "It is good to employ a reservist because you get this person who is self-sufficient, they are confident and they come back. We found after a while the reply was "Yeah, that's fine, but what's in it for me, what's the bottom line? I'm a small business. I incur expenses. You take this individual away from me for six months, it's going to cost me money. So what are you going to do for me?" This prompted the re-look at the Employer Support Program to ensure that the employers were better educated about how reservists help their businesses. We undertake a number of activities aimed at informing the employer:

### Executive Stretch

Exercise Executive Stretch is a two-day activity where we bring employers into Defence for those two days and they undertake activities that relate to military training, such things as navigation, rappelling and rifle shooting. We also expose them to the more technical aspects of computerization and simulation used by Defence.

### Prince of Wales Awards

The Prince of Wales Awards allow selected reservists to travel overseas to either the United Kingdom, United States of America or Canada and undertake a two week attachment relating to their civilian employments followed by a two-week military attachment.

### BossLift

BossLift I have previously mentioned. We also take employers to major military exercises with the aim of showing the type of training and activities their employees undertake while they are in uniform.

### Awards and Recognition Program

We also have an awards and recognition program that rewards and recognizes supportive employers. These range from the issue of certificates to the presentation of national awards at an annual presentation dinner. We really don't have a system for selecting awards. I like the way the United States does it.

Further information can be gained by visiting our website at [www.defence.gov.au/drsc](http://www.defence.gov.au/drsc). My email address is also included on the slide should you wish to follow up on any aspect of the DRSC when you return home.

### Employer Support Payment Scheme

Another major initiative that the government approved in 2000 was the introduction of the Australian Defence Force Reserves Employer Support Payment (ESP) Scheme. This scheme, which came into operation in June 2001, provides payments to employers who make their employees available for defence service.

The scheme is an important step toward enhancing Reserve capability and directly rewards employers who release reservists for continuous defence service of five days or longer. It was aimed at employers of reservists who are away on long-term continual duty. It works well for the Army but not for the Navy and Air Force. The payment is an amount equivalent to average weekly earnings, currently around A\$948 per week. An initial qualifying period of 14 continuous days must be completed before the employer is eligible to receive any payment.

The ESP is payable to self-employed members and is also payable to both government and private sector employers. Eligible employees are those who are in full-time and part-time employment. However, casual or irregular employment does not qualify. Service must be in five-day blocks and a qualifying period of 14

days must be completed before employers are eligible to receive the payment.

The employer must also have released the reservists on leave without pay or military leave. If the reservist agrees to use annual or accrued leave then the employer is not eligible for the ESP.

The self-employed reservists are a problem. They must satisfy more criteria to be eligible for the payment. They must be able to prove that they are running a legitimate business and that the business was their principal source of income for the previous six months or satisfy a legitimate business test.

There is provision for higher-level payments to be made should an employer be able to prove hardship due to the absence of an employee on military service. The Chief of the Defence Force is also able to approve a higher level of payment (for example to medical specialists) to fulfil a unique capability requirement.

To date over 3096 employers have been paid a total of A\$35.9 million under the provisions of the ESP. That's about A\$12 million a year since it started. We have just over 2,000 soldiers deployed overseas right now, which is down.

I also have some brochures on the ESP should anyone require more information. The website address is also shown here. I am now more than happy to take any questions that you may have.

### QUESTION PERIOD

Q. Who selects trade union reps on committees?

A. We provide nominations that go to the Minister who makes the decision. We usually put up four to five names and generally have been lucky in getting them appointed. The Council tried to establish a template where people had to have so much time in business, etc. We found this didn't work. I think we have been able to convince the politicians that there is no template that works. For trade unions specifically, we go to them and they give us their names.

Q. How do you tackle problems from the public service where a department has semiautonomous power?

A. The agencies still have to submit their military leave agreements to the department so that autonomy has been taken away from them. As I said, we would not have had the success we had without the personal support of the prime minister.

Q. How did the political climate in Australia affect your passage of Reserve support legislation? Did you meet much resistance?

A. We are lucky in Australia where Defence has always been very bipartisan. Both main political parties were very supportive and it passed without any difficulty.





## NEW ZEALAND PRESENTATION

by: Brigadier Timothy Brewer

Director of Defence Employer Support Programme

### INTRODUCTION

New Zealand has a land area slightly larger than the United Kingdom, but we have only four million people. Until 1840, New Zealand was a wilderness inhabited by the Maori. In 1840, by treaty, the Maori conceded sovereignty to the British Crown in exchange for the rights and privileges of British subjects. Today our population is now 78 per cent European (overwhelmingly of British descent), 15 per cent Maori, and the balance from the rest of the world's ethnic groups.

Over our 165 years of history, when we weren't building the infrastructure of our modern western society in the outermost end of the earth, we fought each other in a series of very bitter European-Maori wars in the 1860s. Then we decided to join in on the South African Wars at the turn of the century. During World War One we had a population of one million and sent 100,000 fighting soldiers overseas, 15 per cent our entire adult male population at the time. Some 18,000 were killed. We contributed two divisions to the efforts in World War Two. We fought in Korea – we couldn't let the British and the Australians take on the communists alone in Malaysia so we came along to that. We confronted the Indonesians in Borneo, and when the United States was in Vietnam, along with the Australians, we contributed fighting troops.

We joined in on Gulf One. We went with the Australians to East Timor, probably our biggest post-Vietnam deployment. We now have fighting troops in Afghanistan on the War on Terrorism and we support more than a dozen UN peacekeeping missions around the world. So far as Iraq is concerned, that's a party we don't wish to become involved in.

All this from a tiny country with a population of four million people at the ends of the earth and with a tiny military. But as I've sat here listening to the presentations, I've realized our problems mirror yours. There are differences in scale, but the problems are the same. We are a Western liberal democracy, we have the challenge of convincing young people today to join the Reserve services. We have the challenges of dealing with their employers, and we negotiate with government for resources.

The thing to do at this conference seems to be showing a video clip. I don't want to get behind on that so I will show you a video. You will see we exist to do the same job you do, only with a difference in scale. As you will see, we have married the martial traditions of both Britain and the Maori people. (*Showed video clip*)

I will be covering these points:

- Territorial Forces
- Operational commitments
- VEPA 1973 and VEPA Amendment Act 2004
- The Defence Employer Support Programme

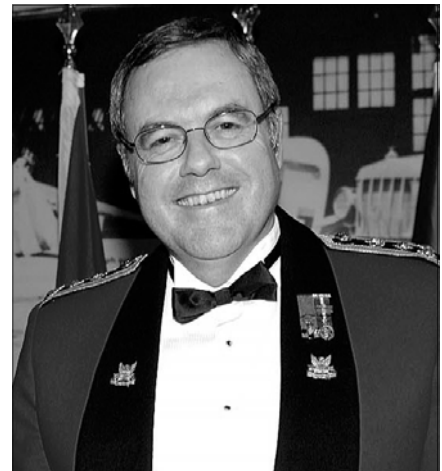


Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)

Brigadier Tim Brewer is New Zealand's Director of Defence Employer Support Programme.

Le brigadier Tim Brewer est le directeur du programme d'appui des employeurs de la Défense de la Nouvelle-Zélande.

- Strategic issues
- Questions

## **NEW ZEALAND STRATEGIC SITUATION**

Let me start by reviewing New Zealand's strategic situation. As you can see, we are a long way from anywhere. The distance between our nearest neighbour, Australia, and us is about the same distance as it is between London and Moscow. The only difference is that no tank can run between us.

We are a maritime nation surrounded by the sea so therefore our people don't feel a sense of threat. And the government doesn't feel a sense of significant threat. We are not like Australia with a northern border that threads along a turbulent area of the globe. So for us this forcing of military power it is a critical issue. This makes a big difference when it comes to how to afford resources for the military, and from the military to the Reserves.

## **THE NZDF TERRITORIAL FORCES**

### **Army Reserve Forces**

The Army Territorial Force, which will shortly be renamed the Reserve Forces, has an authorized strength of 4,000 personnel as reservists who are grouped into regional units and consist of troops trained in a variety of combat, combat support and combat service support roles.

We are woefully under-strength, down about 50 per cent. This is not a result of government but some in the Regular Army. The Regular Army took to heart the doctrine known as the "revolution of military affairs" and decided that the future of the Western militaries lay in the sort of "Star Wars" scenario where highly lethal Regular Forces would spread great amounts of combat power around the mainland, and all conflicts would only last for a few weeks. And so there wouldn't be much use for a Reserve, and it set about instituting a series of policies, which whittled the Reserves down from 4,000 in the Army in 1996 to 2,000.

The irony of that is, while this was going on, East Timor came along and since then, not only have we (Reserves) supplied 10 per cent of the troops, but also the demand has been greatest for officers in the captain to major bracket. So now I'm supposed to attract captains and majors when I don't have the infrastructure to train them and maintain them. Fortunately, with their lightning ability to assimilate changes, the headquarters after only two years of considering the problem, decided to get things back to the way they were before and to double the size of the Army, and to get the Army Reserve back at least to its 1996 level.

### **Royal New Zealand Naval Volunteer Reserve**

The Royal New Zealand Naval Volunteer Reserve is very small with 355 personnel who operate inshore patrol craft. There are four of these patrol craft. However, again, the Navy is restructuring under a project called Project Protector, and another seven ships will be joining. These will be a mix of offshore and inshore vessels.

The Chief of the Navy has recognized that in order to operate those vessels he's going to have to fix the size of the Volunteer Reserve, probably up to about 1,000. That again is something we are looking at. Most RNZN members are highly qualified sailors.

### **Royal New Zealand Air Force Active Reserve**

The Active Reserve of the Territorial Air Force (TAF) is very small indeed. It consists of medical specialists, air traffic controllers, ex-Regular aircrew and technical staff. There are no formed units; the TAF and Active Reserve consist of individuals who are employed to fill specific gaps where required. That is not likely to change, because the shortage for us is the aircraft and funds to run them, rather than the people to fly them.



## Operational Deployments

In East Timor (1999–2002) 460 of New Zealand's peacekeepers were Territorial or Reserve Personnel, comprising over 20 per cent of the total strength of the Army Territorial Force. At times one-third of Territorial Army personnel on operations have been reservists.

We also had combat engineers in Basra in Iraq as part of the British Forces. The New Zealand Senior National Officer in Iraq in 2004 was a Territorial officer. Territorials and reservists are currently serving in Afghanistan and the Solomon Islands. New Zealand is involved in 11 different overseas deployments at present.

## VEPA AMENDMENT ACT 2004

### Background

Getting toward what we are here for, the employer support program, just as with Australia, our Reserves were a strategic mobilization Reserve, enlisted and trained to go against the Russians just like their fathers and grandfathers had done. There was no thought of them being deployed into regional conflicts on a day-to-day basis. Employment was protected for in-country training but nothing else.

“Let me put in a plug for conferences such as this one. In 2003 I was the Chief of the Army and I started to attend ABCA conferences and I found out other countries had much greater degrees of protection than we had. I also found out that employer support programs were being set up. I would like to acknowledge the help the Australians, British and Canadians gave us in setting up the Amendment Act. It was an absolutely wonderful example of international co-operation.”

### VEPA 1973

The *Volunteers Employment Protection Act* (VEPA) was introduced when Compulsory Military Training (National Service) was abolished in 1973. Employment was protected for three weeks per annum and a one-off period of three months for initial training. There was no statutory requirement to pay employees absent on military leave. The Act contains appeal and dispute procedures and provisions for mobilization in times of national emergency. There was absolutely no protection for reservists on foreign operations.

### Amendments

So we jump to the *VEPA Amendment Act* of 2004.

The East Timor deployment showed how reservists are now deployed in situations falling short of national emergency, and that large numbers are sometimes required. Therefore, a substantially amended and updated Act was passed on 23 Mar 04. It updates terminology and processes in the 1973 Act and introduces provisions for overseas deployments. The three-week protected annual service remains, and the one-off period of three months is extended to three months annually for whole-time training. It also creates a new intermediate mobilization category of “Situation of

National Interest” which is enacted if the government declares a deployment to be such.

Unless a national emergency is declared, all mobilization of reservists will be voluntary. Despite the existence of legislated employment protection, many reservists use annual leave for training. Military leave remains unpaid, but the Defence Employer Support Programme encourages ‘top-up pay’ for reservist employees whose military pay is likely to be lower than their civilian pay.

### Deployment Leave

The only way we could get the government to agree to provide protective leave for overseas service was to relate it to something they knew about, and what they knew about was parental leave. So we equated military leave for overseas deployment with parental leave. It is found in Part 3 of the Act and grants 12 months leave without pay with provisions similar to parental leave. However, Part 3 is only implemented if the government declares a “Situation of National Interest”.

## Employee and Employer Obligations

There is a required degree of notice that a reservist must give his employer for leave to be protected:

- 14 days for leave under Part 1, and
- 28 days for leave under Part 3.

Employment is protected within the limits on entitlements. If the required degree of notice is given, and the entitlement has not yet been used, the employer is typically obliged to grant leave. There are appeal mechanisms under the Act for both employers and employees.

## DEFENCE EMPLOYER SUPPORT PROGRAMME

I'm a little embarrassed about this because we are way behind with our Defence Employer Support Programme (DESP). The legislation requires the Minister of Defence to appoint a National Liaison Council. It will be similar to the committees in ABCA nations: the National Employment Advisory Board, the Canadian Forces Liaison Council and the Defence Reserve Support Council. The Minister has been working assiduously at doing so. We have provided him with the names, he has been displaying great interest, but 15 months later he is still doing so. However, it is an election year and the opposition is starting to ask questions in the House, so I am confident that we will have our Council in the next few weeks. We will be able to implement programs that we have been sitting here and listening about with envy.

The Council will:

- Provide advice and assistance to employers and employees
- Promote "flexible partnership" between the New Zealand Defence Force (NZDF) and employers
- Publicize the existence and benefits of the Territorial Forces
- Provide a Secretariat for the forthcoming Territorial Forces Employer Support Council

The DESP consists of a Director, that being me, and three full-time staff located in NZDF Headquarters. The DESP is based on similar programs in the ABCA countries. Each unit has a Unit Employer Support Officer who is the DESP point of contact.

The Unit Employer Support Programme provides the following to all Territorial Forces units:

- Guidance/advice
- Public relations media coordination
- Funding for unit employer support activities
- Resources, educational materials and publicity material

Programs conducted in the last 12 months include:

- Business breakfasts
- 'Business After Five' cocktail parties
- Employer visits to exercises
- Participation in Small Business Day Series Roadshow (23 events)
- Days at sea on RNZN patrol craft

## RELATED INITIATIVES

As I said, we never had a joint Reserves program. I got both jobs. The Territorial Forces Joint Working Group meets twice per annum to progress joint Reserves policy through the NZDF staff system. TFJWG consists of a single services representative chaired by TFSA to CDF.

Current joint Reserves policy initiatives under way include:

- Overseas attachments
- Student loan rebates
- Transfers between Regular and Reserve components
- Additional full-time appointments for recruiting and training reservists
- Improvements to Reserve remuneration

### Strategic Issues

These are some of the issues we are currently looking at:

- Attraction of tertiary students (40 per cent of school leavers) through some form of student loan rebate. We want to target them because they are brighter people and from a cynical perspective, they have the time to do Reserve training and they are also looking for money to pay for schooling. We are looking at student loan rebates as a way to keep them.
- The Public Sector as “Model Employer.” This is something we have borrowed from the Australians.
- Full implementation of the Council.
- Implementation of national ongoing Public Relations Plan.

We also view the Employer Support Programme as a strategic profile-building device for the Armed Forces. So the Reserves are very much the visible face of the Armed Forces in the public eye. We see employer support as reaching out to communities and having a really strategic educative function. We envisage the Reserves in the future will probably be one of our larger recruiting forces for the military.



**ITALY PRESENTATION**  
**by: Lieutenant Colonel Claudio Brunetto**  
**Chief of Reserve Forces Section**  
**Inspectorate for Recruitment and Reserve Forces**  
**of the Italian Army**

Thank you Mr. Chairman for giving me the floor. Ladies and Gentlemen, good morning.

I am Lieutenant Colonel Claudio Brunetto, Chief of Reserve Forces Section of the Inspectorate for Recruitment and Reserve Forces of the Italian Army, the national headquarters that deals with Reserve affairs.

As our organization is at its beginnings, we don't have a real employer support program. So, my presentation of the Italian Army Reserve Forces system will touch upon the issues summarized in the agenda.

**INTRODUCTION**

The rapid evolution that characterized the last 20 years influenced in a substantial way the social and economic reality of all Northern and Western countries. The international political framework and, with it, the threats to face off have been deeply modified. This change has produced new security requirements. Every institutional body has to deal with this new reality.

The Army adapted its mentality and organizational structures, passing from being a tool quantitatively present on the territory to one that is qualitatively ready to manage a large amount of crisis situations and to protect Italian national interests. In this context, the Army has decided to review the old mobilization concept based on conscription, in order to adapt it to the real operational requirements.

Until 1998 the mobilization system was based upon the following criteria:

- mass mobilization: the Forces to activate in case of mobilization were five times bigger than the active Forces.
- the transformation from a peace-time organization into its war-time counterpart had to be done in a short time.

Some units had to be ready for operations in a few hours, others within 48 hours. Units to be built from scratch were expected to be ready within 20 days. Every unit was responsible for the selection of its own mobilization requirements and, therefore, had to "procure" its own personnel. All this, obviously, involved a waste of human resources at each level of the chain of command.

The reform of the mobilization system was determined by law. It defined the composition of the military forces and stated, in its first clause, that Reserve Forces are meant to be employed only to fill the gaps of already existing units. This law found its political and strategic *raison d'être* in the increased warning time.

In fact, according to the new NATO requirements, the necessary time to complete mobilization operations was modified from 20 days to the current 180 days.



## BASIC PRINCIPLES

The new mobilization system, based on the completion of already existing units, is based upon the following principles:

- Simplicity and flexibility of procedures, concentration of policy selection and of management tasks to the highest echelons of the Army
- Progressive beginning of mobilization operations at the first indications of possible crisis
- Use of recalls on a volunteer basis in case of crisis response operations
- Use of a mandatory draft in case of war
- Units always kept at 100 per cent of their authorized strength of materiel and vehicles
- Voluntary peace-time recalls for operational requirements of the Army in or out of area

Those principles represent the main innovation of the system and actually configure a real type of limited recruitment among retired or discharged personnel.



Photo by Cpl Serge Gouin, CFSU(O)  
 Photo par le cpl Serge Gouin, USFC(O)

Lieutenant Colonel Claudio Brunetto, Italy, pictured at the conference dinner, 31 May 2005.

Le lieutenant colonel Claudio Brunetto, de l'Italie, lors du dîner de la Conférence le 31 mai 2005.

## ORGANIZATION OF THE RESERVE

In order to speed up the reorganization process, since 2002, the Army General Staff has activated a new Headquarters under the direct command of the Army Chief of Staff. The main task of this new headquarters is to set a national strategy for recruitment.

This Headquarters has its own structure:

- The Inspectorate for Recruitment and Reserve Forces, based in Florence
- Three Recruitment and Reserve Forces Interregional Headquarters based, respectively, in Turin, Rome and Palermo, plus the autonomous regional headquarters based in Cagliari
- The Army National Recruitment Centre based in Foligno
- Recruitment and Reserve Forces Regional Headquarters, a real net of recruitment units meant to act as an interface with civilian society, some of them assigned to the Northern Headquarters
  - others to the Central Headquarters
  - and the last ones to the Southern Headquarters. This net, integrated by the net of the military districts in the same areas, is our tool to promote and recruit both Reserve and Regular Forces. In the future, it could be used for employer support: it still has contacts with public and private employers in order to help former military people to find a new job.

## TYPES AND EMPLOYMENT OF RESERVE FORCES

According to the type of calls – volunteer or mandatory – Reserve Forces are organized as follows:

- General Reserve Forces that, in case of emergency, are assembled following a coercive act, according to plans agreed in peace time. These Forces include dismissed military personnel to be called up in order to fill the gaps determined by the absence of active personnel.
- Volunteer Reserve Forces, composed of former military personnel who, at the time of their discharge (or later), gave their agreement to join the Reserve Forces.

These Forces are employed in peace-time for Army operations both in the national territory and abroad. The endorsement of the peace-time employment of these Forces is an act of the Italian Republic Parliament that, year by year, establishes the number of personnel to call up and the duration of the calls themselves.

## THE SELECTED RESERVE

The so-called Selected Reserve is part of the Volunteer Reserve Forces. It was originated by the Act no. 490 of 1997 that extended the possibility to enlist as officers civilians of high professional skills. The *Royal Act* that allowed this possibility was conceived in order to give both military status and rank to Guglielmo Marconi, the famous scientist who gave his name to the law.

The Selected Reserve is formed exclusively of officers whose previous careers are relevant for the objectives in a specific period. The officers of the Selected Reserve are nominated following an act of the President of the Italian Republic, after a proposal of the Army General Staff. The Army General Staff, following direct application of possible candidates, manages an accurate selection process, guided by the necessity of matching the specific requirements of the Army as well as individual professional experience.

All the elements inserted in the *curriculum vitae* are carefully examined. In particular:

- Age
- School certifications
- Eventual specializations
- Courses attended (related or not with the school certification and giving priority to those involving military issues like Masters of Arts in peace-keeping or human rights, etc)
- Degree of knowledge of foreign languages (depending on the specific requirements of the period)
- Professional experiences abroad
- Previous military experience
- Military status

## RECRUITMENT OF THE RESERVE FORCES

Recruitment-related activities involve several Army Commands of every level. The policy-setting function belongs to the Army General Staff, while subordinated commands are responsible for the management of the procedures being set at the higher level. In details, the Army top level works with the Inspectorate for Recruitment and the Reserve Forces to determine the amount of personnel necessary to satisfy the needs of the units, and the policies governing the recruitment and the employment of the Reserve Forces.

Inspectorate for Recruitment and the Reserve Forces manages the funds for the personnel of the Reserve Forces with the only exception being the Selected Reserve—which are managed centrally by the Army Staff - and works to promote Army recruitment for both the Regular Forces and the Reserve Forces.

Interregional and Regional Headquarters and Military Districts are in charge of empirically executing the calls into active duty, as well as updating the national database of reservists. They also keep contact with the personnel and conduct promotional activities on the field.

Units execute plans to replenish their personnel shortages. They also develop specific programs of training and employment according to the operational goals for the Army. Feed-back is provided to both the Army Staff and Inspectorate for Recruitment and the Reserve Forces to evaluate results and, when necessary, correct trends.

Promotional activity is vital in order to involve Army personnel and civilians in the Reserve Forces system. Particularly, it is critical in order of promoting the Reserve Forces to Army personnel close to discharge.

## TRAINING OF THE RESERVE FORCES

The training of the Volunteer Reserve Forces is only requirement-based. Special regulations are provided by the Army General Staff. A three-phased program has been adopted:



- Preparation, during the first call, has a duration of three to four weeks. Specific training is provided for civilians of the Selected Reserve without previous military experience. In this case, personnel must go through a training in order to acquire the technical and practical skills needed to operate safely.
- Updating is a requirement for any actual deployment. In particular, the training program includes:
  - a. analysis of main types of operational employment (basic fighting skills, territorial control, peace support operations)
  - b. basic unit training at the level of squad/platoon/company, to be framed according to personnel skills.
 In order to get the best results during this phase, it is necessary to employ trainers and drill staffs on active duty with recent operational experience.
- Specific updates, of variable duration, to deploy reservists in specific operational activities related to their background or military specialization such as natural disasters, peace support or peacekeeping operations. According to the type of mission, the specific updating period can last from one week to two months.

**EMPLOYMENT OF THE RESERVE FORCES**

The concept of synergy lies at the foundation of the current activity of the Army, and is expected to lead to the acquisition of new operational capabilities in various sectors with little, or no previous military involvement. In particular, within the framework of the NATO CIMIC GROUP SOUTH, a component of reservists has been created, formed by experts in public affairs, infrastructures, economy and trade, humanitarian support and cultural affairs. The overall requirement for this component has been recently set in some 200 units, a ceiling that will be increased in order to allow for the rotation of personnel and, consequently, the sustainability of operations.

**EMPLOYMENT**

The employment of the reservists can have variable duration, to be a flexible system able to adapt to Army requirements as well as to individual availability. Reserve personnel can be called in two ways: individually, for specialized personnel, or by units - for platoon/company— according to the requirements of the upper level unit.

It is possible that reservists with specific careers (like surgeons) are called for short periods to avoid a long leave from their civilian employment. The above-mentioned procedures are meant to allow good synergies both at the functional and at the operational level.

In light of the commitments of the Army within the NATO framework, Italy has been activating a regiment-size Psy-Ops unit in large part consisting of reservists with a background in ethnology, anthropology and theory of mass communications. Moreover, a demand for experts in anesthesia, radiology, surgery and orthopedics has been quantified. They will be inserted in “medical packages” that could be deployed to field hospitals currently lacking sufficient military medics on active duty.

Finally, concerning the Military Mail Service, the Italian Army has negotiated an agreement with the Italian Society of Postal Service to create some deployable postal cells to be assigned to the Reserve.

**CONCLUSIONS**

The experience up to the present and the very good results obtained “in the field” pushed the Army to research an even more effective integration between personnel on active duty and reservists. During the last years reservists were deployed on a lot of occasions - both in Italy and in any theatre of operations where Army units have been deploying - and acquired a great deal of professional experience. They also had their first casualties in An Nasiriya, Iraq.

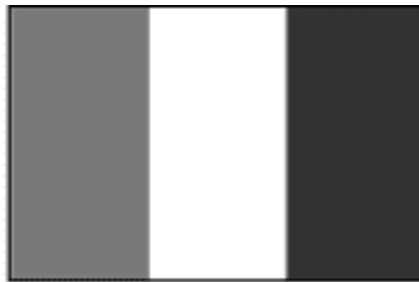
Up to the present, the Reserve Forces have had a great deal of success. A large national database of available personnel is kept updated. Getting these results didn't require extra resources beyond the normal advertisements required for recruiting.

The amount of actual funds, instead, did not allow big numbers of personnel to be called into active duty. In 2004, just 4,000 personnel were called on active duty for selected periods. Most of our recalls are to deploy Reserve Forces. Just a small number of them are called in order to be trained.

This rapid *excursus* about the organization of the Italian Reserve Forces was intended to convey the general idea of the positive resource reservists can be for the Army. It is a kind of asset in constant evolution. It also represents a sure advantage both for the low management costs it entails - personnel only employed when needed - and the flexibility of its employment - individual or by units, in one tour or more than once for shorter calls.

In conclusion, it is possible to affirm that the old mobilization system based on conscription was replaced by a more effective, volunteer-based organization, representing for the Army a tool to improve its functionality and effectiveness in facing the forms of threats of the new international environment. A task awaits us now. In order to not create a social contrast, we have to change our own mindset.

Because of our low level of recalls compared with our large number of possible reservists, we don't manage the relationship between our reservists and their employers at all (for the most part, we use workers from the public sector). Future challenges could have us calling a larger number of reservists, bringing unknown problems; most of our 35,000 reservists couldn't join Army if their employers are not supported correctly.







**GERMANY PRESENTATION**  
**by: Colonel Josef Heinrichs**  
**Chief of Branch, Armed Forces Staff,**  
**Federal Ministry of Defence**

Thank you for you for introducing me Léo.

Ladies and Gentlemen, I work as a Chief of Branch in the Armed Forces Staff of the Federal Ministry of Defence. My branch covers three areas: the reservist concept and reservist matters, as well as joint training and issues related to training areas.

Before I start with my actual presentation, I would like to take the opportunity to extend my thanks to the CFLC for organizing this international conference. I think that this conference provides an excellent forum for an exchange of ideas and experience related to reservist matters. So I would like to thank you for the invitation and the opportunity to speak to you about the German Armed Forces' Reserve.

It is a special pleasure and honour for me to speak to such a distinguished audience and present Germany's experience with the triad of cooperation between the Armed Forces – the reservists – and employers. In my presentation I will particularly focus on the question of how we can persuade employers to cooperate in reservist matters.

We cannot speak about the German Armed Forces' Reserve matters without looking back on the developments in the security environment the Federal Republic of Germany has faced since its foundation. The entire situation up to the year 1990 can be subsumed under the term Cold War. It was characterized by the fact that Germany was divided into two parts, and that the geographic borderline between these two parts coincided with the political borderline of the two power blocs - NATO and the Warsaw Pact.

At that time, many of you were stationed in Germany and ensured with your troops the option of forward defence close to the border. All in all, about half a million Allied troops were stationed in Germany in those years. Assuming the scenario of a conventional war, Germany would have been the main battlefield.

And all sectors would have been affected - the military, the civilian population, the economy and the industry. What did that mean for the German Armed Forces and particularly its Reserve?

A total of about 500,000 active German troops were earmarked for forward defence close to the border. In addition, there were almost 900,000 reservists in thousands of inactive units, who were to protect the hinterland and had to perform functions in the fields of logistic support and wartime host nation support, and as military police.

In terms of reservists, the personnel required were recruited from the pool of those who had served as conscripts. As a rule, this was not a question of volunteering.



Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)

Colonel Josef Heinrichs, Germany enjoying the opening ceremonies for the ICESR 2005 conference.

Le colonel Josef Heinrichs, de l'Allemagne, assiste à la cérémonie d'ouverture de la CIAER de 2005.

Inactive units were trained in mobilization exercises to ensure that they always met the required training standard.

With respect to the topic of this presentation, it is quite clear that there was hardly any need to persuade employers of the necessity to grant leave to their employees so that they could participate in exercises. Usually, employers were aware of this necessity as they themselves would have been directly affected in case of a war. Since the mid-1980s and particularly since 1990, the political situation and the security policy situation have changed dramatically in Central Europe. Some of the catchwords to be mentioned in this context are:

- *Glasnost* and *Perestroika* in the Soviet Union
- Fall of the Iron Curtain
- German re-unification
- Collapse of the Warsaw Pact
- Disintegration of the Soviet Union
- and, what is particularly important from the German point of view – full sovereignty for Germany

Moreover, we have to mention the extension of NATO to the east.

Although this political development was quite positive, it had some negative impact on the way the population, the economy and the industry saw military requirements. This gave rise to ideas like the following:

- Germany is surrounded by friends – why should we need Armed Forces?
- For decades we had to spend considerable amounts of our gross national product on the military – now it's time for enjoying a peace dividend.
- "Freezing" of the defence budget and, thus, a gradual reduction of the personnel strength from 600,000 troops – this personnel strength resulted from the integration of the National People's Army of the former German Democratic Republic – to the current number of some 250,000 active soldiers.
- In parallel, the number of Reserve troops was downsized to about one third, that is, to about 300,000 today.
- Employers are reluctant when their employees are called up for active duty training.
- In spite of the conscript system, the initial strength in mobilization exercises has dropped to 50–60 per cent of the authorized personnel strength.
- On the other hand, we have a great number of volunteer reservists who are eager to participate in exercises.

Since the mid-1990s, the actual range of tasks of the Bundeswehr – including its reservists – has changed. It is now characterized by a stronger commitment in the field of international crisis management and conflict prevention. In this context, I should mention the Bundeswehr's participation in large-scale operations such as IFOR, SFOR, EUFOR and KFOR in the Balkans, ISAF in Afghanistan and Enduring Freedom within the framework of worldwide counterterrorism operations.

In all of these operations, reservists have been involved. In Germany, certain tasks are performed by the defence administration – that is, the civilian part of the Bundeswehr – or by civilian contractual partners. In missions abroad, these tasks, as well as tasks in the field of CIMIC, are often performed by reservists. Particularly in the field of CIMIC, civilian qualifications and expertise are required and, in most cases, active duty soldiers don't have them.

Since the end of the 1990s, we have conducted a systematic analysis of the actual situation of our Reserve Forces in order to better utilize the reservist potential for our Armed Forces' current tasks. For this purpose, we assigned many reservists to the analysis team.

The analysis produced some important findings and also raised some questions, for example:

- It became clear that inactive units can exercise efficiently only if at least all key positions are manned.
- All reservists of an inactive unit must exercise at the same time, because otherwise, the interaction of the different elements cannot be practised and verified.
- As a result, occupational or private commitments of reservists cannot be taken into consideration when scheduling the exercise periods.

In this context we have to ask “what is the intended purpose of the Bundeswehr’s inactive units?”

Even at the end of the 1990s, the tasks of the existing inactive units were still the same as during the Cold War period. Inactive units were never activated for real missions – neither for purely military missions nor to support civilian authorities in the case of natural disasters or very serious accidents.

An analysis of all missions conducted in support of civilian disaster control authorities since the foundation of the Bundeswehr demonstrated that active units always conducted these missions. The reason is that active units – in contrast to inactive ones – were always immediately available. Moreover, they had the best possible level of training and education and the most modern equipment and materiel. In order to improve their sustainability in terms of personnel, they were regularly augmented by reservists. When a disaster had occurred, like flooding of big rivers and so on, the necessity to render help was obvious to everybody. In such circumstances, the employers had no choice but to grant leave of absence to the reservists working in their enterprises.

The analysis produced some more results – reservists who are assigned to an active unit do not have to be called up to an exercise with fixed dates. As a rule, they can coordinate their exercise periods with their units and employers in such a way that it is reasonable for the unit and acceptable for the employer. With this kind of reservist assignment – we call it full integration into the active duty Force – and with the respective training – which we call individual Reserve duty training – the initial strength has always been between 98 and 100 per cent.

In the course of the 1990s, the active duty force increasingly coordinated the exercise periods with the reservists on an individual basis. The analysis of the utilization of budgetary appropriations revealed that the appropriations used for individual Reserve duty training constantly increased up to 93 per cent in 2004, although some 75 per cent of all reservists are still assigned to *inactive* units.

Another finding was that the vast majority of the reservists who had been assigned to inactive units did not exercise in these units but underwent individual Reserve duty training in active units. I have already pointed out the advantages of coordinating the exercise period with the units and the employers and harmonizing it with the reservists’ occupational and private commitments. Moreover, many of the reservists say that the challenges in the active duty Forces are greater, that the tasks are more interesting, the social environment more open-minded and the material equipment more modern and up to date than in an inactive unit.

So, what are the conclusions we have to draw from the findings with a view to the transformation of the Bundeswehr?

Despite the fact that the analysis produced clear results, there were many who wanted to retain inactive regiments and battalions rather than take realistic decisions in terms of a functional organization of Germany’s Armed Forces. According to the Basic Law, the German Armed Forces are responsible for Germany’s external security only. In accordance with NATO security estimates, the Federal Republic of Germany does not see any conventional threat to its territory at present and in the foreseeable future. If reconstitution is required, there will be sufficient time for building up the requisite protection forces.

Internal security, including disaster prevention, is a task to be accomplished by Germany’s police forces. It is predominantly a matter to be dealt with by the federal states and the municipalities. If required, the Armed Forces may render support. However, they can do so on a provisional basis only. As a result, it is not necessary to have specialized units available for that purpose, particularly as experience has shown that, if required, only active forces will be employed. Altogether, it became obvious that the retention of inactive units is not a sustainable solution for the Bundeswehr. Therefore, it was decided to dissolve the vast majority of the approximately 240 inactive regiments and battalions we currently still have.

## Further Conclusions

- Becoming a reservist should be a matter of voluntary commitment. The compulsory call-up of reservists will be retained for the purpose of reconstitution only.
- Reservists may be employed across the Armed Forces’ entire range of tasks.
- Reservists must be fully integrated into active units.
- The periods of active duty training should be coordinated with the units, reservists and employers on an individual basis.
- There must be a better utilization of civilian high-value qualifications.
- The Reserve Forces must be reduced from currently approx. 300,000 to approximately 100,000 troops, which corresponds to the current number of voluntary reservists.



The conclusions led to the development of a new Bundeswehr Reservist Concept, which was published in 2003. This Reservist Concept was also published in English and French and the pdf versions of this document can be downloaded from this website:

**[www.bundeswehr.de/Streitkraefte/Reserve/Konzeption](http://www.bundeswehr.de/Streitkraefte/Reserve/Konzeption)**.

The reorganization of the Reserve will begin in June 2005 – that is within the next few days. The first element to be reorganized are the military police forces. Altogether, we plan to conclude the reorganization process by 2010.

Due to the good experience we have had with having reservists participate in the analysis phase, we established a working group, directly after the Federal Minister of Defence had issued the new Reservist Concept. This working group is still active and comprises:

- Representatives of the Ministry of Defence (like me)
- Representatives of the units
- Some 20 reservists from all services and military ranks

The task and objective of this working group is to effectively communicate information about the new Bundeswehr Reserve Forces within and outside the German Armed Forces.

The reservists assigned to this working group are:

- Experts in the fields of information and communication
- Self-employed workers
- Human resources experts from medium and large enterprises
- Owners of small businesses

Moreover, different branches such as service providers, manufacturers and tradespeople are represented in the working group. The most important target groups are:

- The units
- The reservists
- Their employers

In the following, I will focus on the employers.

The working group came to the following key results, which had great impact on the subsequent work:

- You must accept an employer as he or she is.
- Don't try to convince the employer of the importance of your work – the employer's answer will be that his or her work is important, too.
- Be aware of the fact that an employer will always ask: "Does it benefit me and my enterprise?"
- Show the employer that benefit!

Against this background, the working group has developed an information and communication concept, which I would now like to introduce to you.

Some overarching aspects are:

- Create a slogan: Reserves mean added value.
- Capitalize on the communicative competence of your reservists: They are more credible to employers than active duty soldiers, who in most cases do not have any experience in the civilian working life.
- Counter information deficits.



Try to change the widely spread view former conscripts have of the Bundeswehr. Many people, many employers, in the business sector once served as conscripts in the German Armed Forces and, as a result, they know the Bundeswehr from the perspective of a private only. They don't know of the Bundeswehr as a complex organization.

Four fields of action have been identified:

- Monetary incentives
- Personnel management
- Training and follow-on training
- Non-monetary incentives

In terms of monetary incentives, the following proposals have been developed. Some of them have already been implemented:

- In the past, employers had to pay the wage/salary for up to three days when an employee participated in active duty training. They could apply for reimbursement – however, this involved considerable bureaucracy. Meanwhile, a solution has been found that generally allows for direct reimbursement by the Bundeswehr.
- Self-employed persons are paid up to €300 (that is approximately US\$400) per day for substitute personnel.
- However, any preferential treatment of companies that support their employee's participation in active duty training is not feasible.
- Neither is a preferential treatment of such companies in terms of taxes.

The legally required periodic training of company doctors, firefighters or security personnel - which is quite expensive for the companies - can be conducted by the Bundeswehr if the respective employees are reservists and participate in active duty training. Then, the companies don't have to pay for it.

Personnel management in the military sector is in many respects similar to personnel management in a civilian company. Quite often, however, the terminology used differs considerably so that it is impossible to make use of each other's system. The key instruments, which are used by the military and the civilian sectors are: job descriptions, references and assessments.

We as the military should become more familiar with the civilian terminology. Let me give you two examples:

- "Company" is a term used in the military sector to denote a unit of 100 to 200 troops, whereas the civilian sector uses the word for a business organization with some 20 or even 100,000 employees. When you describe a person as a company commander, you are sending out the wrong kind of message.
- "Division" is a military term used for a formation of 15,000 to 25,000 troops; in the civilian language, however, it means part of a company's organization, perhaps the personnel division consisting of 20 people. If he was in charge of food services for a division, it could mean preparing meals for 20,000 or going next door to McDonald's and picking up hamburgers.

*When talking to civilians use civilian terminology, because it must be receiver-focused not sender-focused.*

We face comparable problems when it comes to qualification. In a modern army, many of the required skills are the same as in the civilian sector; however, the designation differs, which makes it difficult to accept each other's certificates.

Reservists and their employers, but also the Armed Forces, need some planning predictability in terms of the reservists' active duty training and the tasks they are to perform. Therefore, any active duty training must be precisely planned in the long term. The military career of a reservist may have some impact on his or her civilian career, and vice versa. Therefore it makes sense to use comparable personnel development models in order to make better use of each other's system.

In terms of training and follow-on training, there are two aspects in particular that require closer attention. First of all, we need a harmonization of the civilian and military curricula with their respective certifications.

I have already pointed out that in a modern army, many aspects of training and education are the same as in the civilian sector although the designations differ. This renders any identification of similarities difficult. This sounds quite simple, but in practice, harmonization is a rather complex process. The first steps have already been taken but it will take some more years to conclude the process. The German Armed Forces offer training opportunities across a range of about 4,000 different courses and programs, including the respective certificates or diplomas. In the civilian sector, the number amounts to 15,000 and it is very hard work to detail what is the same and what is different.

Second, the training and follow-on training of reservists should be organized in a modular system, and none of the modules should exceed a period of one to two weeks. This will help reservists; for many of them it is difficult to be granted a longer leave from their civilian job in order to participate in military training. Short leaves are less problematic. Moreover, Internet-based distance learning offers an effective alternative to classroom learning.

The fourth field of action addresses non-monetary incentives for employers. In particular, the following measures are considered to be effective:

- The commitment of companies or agencies supporting reservists should be mentioned in public so that such support becomes a matter of honour. This is the same as many of you have reported in your presentations yesterday and this morning.
- In this context, it makes sense to present awards to them and make this publicly known.
- Moreover, executives could be invited to special active duty training, which is geared to providing information on the Armed Forces and its reservist concept (*Informationswehrlübungen*).

This plan has already been implemented. We invite executives for two weeks, give them a temporary military rank – usually lieutenant – and they wear a uniform. The information program alternates between providing information, about 40 per cent of the time, and the rest practical training on weapon systems. Every year, there are about 1,500 enquiries, and in each of the past two years we had about 50 participants. For sure, this program will be continued.

Bosslift: This was also reported by other countries. Within the framework of this program, we invite selected employers to visit our areas of operations in order to give them a direct impression of the duties their employees perform as reservists on active duty. This program also has many more applications than available slots.

Furthermore, we want to make employers aware of the fact that employees who serve as reservists in the Armed Forces are members of an elite organization.

Finally, we also want to support the marketing activities of German companies during our missions abroad. This means that reservists should be given the opportunity to open new markets for their companies while they are deployed abroad. For political reasons, this is not feasible in Germany.

So, these are the measures relevant in this context. Some of the ideas have already been implemented – and they have produced the desired effects. Others still require committed preparatory work – and we must show patience. A third group of measures – and here we must be realistic – is not feasible in our German political situation.

I hope, my brief presentation has given you an overview of our activities and our efforts to make employers committed supporters of our Armed Forces' Reserve matters. There is still a long way to go – but the light at the end of the tunnel is getting brighter.

Thank you very much for your attention. I am looking forward to answering any questions you may have and to discussing the topic with you.



**QUESTION PERIOD:**

Q. This is more a comment. I am most impressed with how fast you have moved. Last I heard you were getting rid of conscription; now I hear you have also established an employer support program?

A. Thank you.

Q. With this two weeks for bosses for Bosslift, isn't that a very long time?

A. No it isn't. The key is they are not a private. They are working on an exercise so it isn't in an administrative job. The main interest is in doing military training.

Q. So this is executives of companies?

A. Yes. Reservists nominate their employers to participate. Also, politicians and businesspeople can apply to attend these exercises. For many of these people, they have not heard anything about the Bundeswehr since being a conscript 20 years ago.

Q. And there is no charge?

A. None.

Q. It still seems a long time.

A. No, it isn't. We based this on feedback. After repeated requests to extend the program from past participants, it went to two weeks. First it was our intention to give information. This was wrong. They said, "I can read at home, but I never had the chance to do real military training." You wouldn't believe it but a lot of them put on their business cards afterward "Lieutenants" of the Reserves. We have 1500 applicants a year. We have five exercises a year with 10 bosses so that is only 50 a year. Send them to the Balkans. As I said to Bob Hollingsworth the other day, I don't know if the other incentives are worth it. This one works.

Q. Obviously the military pays for this, but is it from the units?

A. It is done from the federal level, out of the total Reserve budget.



## LATVIA PRESENTATION

by: **A. Valdis Būcēns**

**Head of the Mobilization and Host Nation Support Division,  
Latvia Ministry of Defence**

### INTRODUCTION

My presentation will be a fairly short one because we don't have an employer support program. We are in the role of expanding the size and use of Reserves. I am here to find out what you folks are doing. I have already written down 12 ideas I think we can work on. I have also established contacts to call upon for assistance.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

A. Valdis Būcēns, Latvia, pictured at the conference dinner at the Canada Aviation Museum.

A. Valdis Būcēns, de la Lettonie, lors du dîner de la Conférence au Musée de l'aviation du Canada.

What I want to do is give you a bit of background on Zemessardze – our national guard.

### Historical Context

Last August marked the 10<sup>th</sup> anniversary of the last Russian troops leaving Latvia. When they withdrew, all that was left behind were installations stripped of anything useful and contaminated with military fuel products, spent munitions and various unexploded devices.

When the Soviets left there was no Ministry of Defence, no Armed Forces, no equipment, no logistic support, experience gained from a very different Soviet Army and low public support. It is important to note that the experience of occupation and mandatory military service during the Soviet occupation led to the popular belief that Armed Forces were ineffective, costly and even dangerous to society.

These were some of the hurdles that Latvia had to overcome to create, from scratch, an Armed Forces of its own.

### Latvian National Armed Forces (LNAF)

Originally a conscript force was developed, but because of public perception and historical legacy, this was eventually recognized as an ineffective model for Latvia. A fully professional, volunteer-based force was decided upon. The last conscripts will be called up this fall and, in 2006, the mandatory service system will be abolished.

A significant consideration in this decision was capabilities. In order to develop solid capabilities that could be used for NATO, European Union and other international missions, it was decided that effectiveness was more important than size. We decided to focus on a small, well-trained and well-equipped professional army of about 6,000 troops.

### Zemessardze

The first armed formation in Latvia was the Zemessardze. It arose spontaneously during the struggle for independence during 1990-1991.



The Zemessardze is based on a similar pre-WW2 organization called the Aizsargi, or Defenders. Its original role was a popular self-defence formation. Its initial strength was 16,000 poorly equipped men, but they had a fierce determination to defend the newly formed democratic Latvian government. The Zemessardze developed along the lines of a territorial defence formation as is seen still today in Scandinavian countries.

There are the main tasks and responsibilities of the Zemessardze:

- Involve citizens in state defence and ensuring public order
- Provide assistance to civil authorities and disaster relief
- Provide support to LNAF units
- Provide recruitment and training of personnel for professional military units

In addition to the original tasks, two new tasks are envisioned and are currently being developed:

- Host nation support
- Participate in international operations

Zemessargi have already participated in Operation KFOR in Kosovo.

## RESERVE SYSTEM

The Zemessardze forms the core of the Reserve system. In addition, ex-mandatory service and ex-professional service soldiers constitute it. They can technically be called into active duty in times of crises. The law requires they be mobilized for Regular training, although this has not been done. Therefore, this is an impractical force for any current military purpose. In order to develop a usable force that can be sent on missions, an Active Reserve is being developed.

The Active Reserve will be formed on the basis of the Zemessardze, but will include personnel from all three traditional Reserves. The size of this formation will be roughly 20 per cent of the Regular Forces, approximately 1,200 personnel.

There are three main goals:

- To more effectively utilize personnel with previous military service
- To increase the number of personnel available for international missions
- To increase the flexibility of the military

We see them participating in missions as members of NATO and with the new EU Rapid Reaction Force. We estimate the amount of people we send on missions will increase. Reservists are a cost-effective way of increasing our participation. This formation will differ from the Reserve we have had so far because the people in it will have agreed to be called to duty on short notice.

## Employer Support Problems

Up until now, this has not been a significant issue for the Latvian Reserves. The Zemessardze was called up for training 10 days per year, which often coincided with weekends, holidays, etc. Current legislation covers mobilization, but not voluntary participation in missions.

There are several issues we must address:

- How to ensure that being a reservist is not an obstacle to being hired or retained?
- How do we compensate the employer, particularly in small and medium-sized businesses?
- How do we deal with self-employed people, or those who work in the agricultural industry?
- Social issues: what do we do in the inevitable case that a reservist is fired and benefits earned from his previous employment are insufficient?



## Employer Support Solutions

These are the two directions envisaged by the Ministry of Defence:

- Changes in legislation to accommodate lengthy absences due to military service
- A system of tax breaks for employers who hire reservists
- 

This is not an inclusive list. Other factors must be taken into account, for example, recruitment. We have also thought of changing whom we recruit. The Active Reserve should be composed of young people without family obligations. The Zemmessardze has a lot of older people because of its historical development.

That covers where we are. Anything you have for us while I am here will be welcome to help me develop this system in our country.

## QUESTION PERIOD

Q. What is the situation like on this between you and your Baltic neighbours?

A. We have good relations with our neighbours Estonia and Lithuania and there is a lot of cooperation between our navies. Lithuania is going a different way than us with something. They are keeping conscripts. There is nothing happening in the others on employer support.

Q. How are you dealing with the issue of recruitment, particularly with the military not being popular with youth?

A. Good question. We have a number of public relations programs under way.





## CANADA PRESENTATION

by: **John C. Eaton - CFLC National Chair;**  
**The Honourable Peter M. Liba - CFLC Provincial Chair; and**  
**Lieutenant Colonel Grant McLean - CFLC Liaison Officer**

*The first part of Canada's presentation was delivered by John C. Eaton.*

### INTRODUCTION

First of all, thank you very much for coming to this international conference. I hope we all gleaned something. I know Canada has. I hope I can add some.

Canada's Reserve Force Employer Support Program (RFESP) originated in 1978 and the Canadian Forces Liaison Council (CFLC) has been operating since 1993.

### Canada's RFESP History

The RFESP has been on the radar screen in Canada for almost 30 years. The first employer support organization, the National Employers Support Committee, was formed in 1978 after the federal government took the position that our country should have voluntary job protection for voluntary Reserve Force service.

### Canadian Forces Commanders' Needs

Our RFESP is linked directly to the operational requirements and the short- and long-term goals of Canada's military establishment, that is, the recruitment, retention and ongoing availability of combat-trained reservists. The CFLC assists in the Force Generation process.

It is difficult to ensure reservists are available for either training or deployment on operations without effective liaison with civilian employers.

### RFESP Challenges

The challenges of delivering a successful RFESP are many, and they are ongoing. In the last several years there has been an increased reliance on the Reserve Force to meet the personnel requirements for Canadian Forces operations.

The potential for conflict between employers and reservist employees always exists, and one of the elements of the RFESP is to address this. Conflicts are usually based on poor communication. Junior reservists often do not give employers sufficient planning time. Convincing each organizational leader that employer support for reservists is important takes a methodical approach. Ongoing time and effort is necessary.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CFLC National Chairman, John C. Eaton, pictured at the conference dinner at the Canada Aviation Museum.

Le président national du CLFC, John C. Eaton, lors du dîner de la Conférence au Musée de l'aviation du Canada.

Public awareness of the military establishment in Canada is growing, but it is not a high priority for most Canadians. Finally, making reservists themselves aware of the RFESP is an ongoing process of education, as new recruits come into the CF every year.

## CANADA'S APPROACH TO RFESP

Canada has opted for a voluntary approach to employer support. Civilian employers in Canada are not obliged by legislation to provide time off for reservists on their staffs. Canada takes the position that employer support should be voluntary when the military service is voluntary and depends on the good will of employers to support the Reserve Force.

### Bill C-7

Notwithstanding our voluntary approach, in May of 2004, Canadian Parliament passed a bill known as the *Public Safety Act (Bill C-7)* that provided job protection for reservists (reinstatement in civil employment) if they are called up by the government to serve in a declared emergency under the *National Defence Act (NDA)*. The term "declared emergency," however, is very specific; it covers insurrection, riot, invasion, armed conflict or war, real or apprehended.

#### CFLC Mandate

*"To obtain the support of organization leaders in Canada to enhance the availability of reservists for the execution of their military duties."*

#### CFLC Mission

*"To promote to organization leaders the voluntary granting of leave of absence to reservists for training and operations without penalty."*

THERE IS A CLEAR CORRELATION BETWEEN  
EMPLOYER SUPPORT, AND RECRUITMENT  
AND RETENTION IN THE RESERVE FORCE.

#### CFLC Vision

*"That all organization leaders in Canada be voluntarily supportive of reservists."*

#### CFLC Slogan

*"Promoting the value of reservists."*

The new legislation is *only applicable if the Reserve Force is mobilized*. Practically speaking, this has not happened in Canada since 1939. (*The War Measures Act* was declared during the October Crisis of 1970, but reservists were not called up in large numbers.)

#### CFLC Organization

Although the CFLC is the employer support arm of the Department of National Defence and the CF, it is essentially a civilian volunteer organization, backed up by a staff of both military and civilian personnel. The Council is composed of a group of senior Canadian business executives, plus Canada's Chief of Reserves and Cadets, the Director General Reserves and Cadets, and the CFLC Executive Director.

There is a national chair, a vice-chair, a chair in each province and four honorary chairs. Provincial chairs have established their own committees, using other businesspeople to extend the Council's work throughout each

province. There are currently more than 75 businesspeople across the country who volunteer their help.

I am currently the National Chair of the organization, and I was appointed by and report directly to the Minister of National Defence.

To assist the volunteers in interfacing with the military, the CFLC has established a network of provincial military liaison officers, with the rank of colonel or lieutenant colonel, who are Class A reservists. They are also organized on a regional basis with between one and four liaison officers per province, depending on the geography and population base.

Finally, the Council and the liaison officers are supported by a secretariat in Ottawa that comprises 12 Class B reservists. The secretariat is headed by a civilian executive director. The chain of command for CF personnel is up through the Director General Reserves and Cadets to the Chief of Reserves and Cadets.

### CFLC Annual Budget

The CFLC annual budget is C\$1,691,445 for the 2005-06 fiscal year. This breaks down accordingly.

C\$688,835 Operations and Maintenance + C\$1,002,610 pay envelope = C\$1,691,445.

Within these two amounts, funds are distributed accordingly;

- 65 per cent secretariat personnel (pay)
- 33 per cent liaison officers' (pay)
- 18 per cent travel expenses (O & M)
- 28 per cent publications and Publicity (O & M)
- 32 per cent ExecuTreks (O & M)

For comparison purposes, here is how the CFLC annual budget equates to the currencies of other countries represented.

C\$1,691,445 is equivalent to;

- Australia: A\$1,760,523
- Germany: €1,067,318
- Italy: €1,067,318
- Latvia: 743,051 Lats
- Netherlands: €1,067,318
- New Zealand: NZ\$1,883,237
- Poland: 4,471,893 zlotys
- Singapore: SGD\$2,217,247
- United Kingdom: £733,630
- United States: US\$1,335,209

These are based on conversion rates from the Bank of Canada on May 27, 2005.

I will now turn the presentation over to the Honourable Peter Liba, the Provincial Chair for Manitoba and Northwestern Ontario.

*The second part of the presentation was delivered by the Honourable Peter M. Liba*

### A TWO-PRONGED APPROACH TO EMPLOYER SUPPORT

The CFLC focuses on building the relationship between civilian organizational leaders who are employers and educators, and the CF, especially the Reserve Force.

#### No Legislation—Pure Marketing

CFLC *must* "sell" the benefits of reservist employees to employers. It uses a two-pronged marketing approach to do this.

Key marketing messages emphasize the benefits of military leadership and skills that reservists bring to civilian employers. Key messages are tar-



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CFLC Manitoba and Northwestern Ontario  
Provincial Chair, the Honourable  
Peter M. Liba, Canada.

Le président provincial du CLFC pour le  
Manitoba et le nord-ouest de l'Ontario,  
l'honorable Peter M. Liba, du Canada.



### Employers See the Benefits

Here are some nice words from Mr. Paul Clark, a Vice President of Canadian Pacific Railway. (A CFLC National Awards winner in 2003, Most Supportive Employer in Canada)

*“We have a number of reservists within the organization and find we get stronger employees with a much broader range of experience.”*

get at two distinct audiences, organizational leaders (employers and educators) and reservists. Employers get the messages directly in several different ways (direct mail, articles and inserts, trade shows, etc.).

Reservists get key messages through a grouping of employer support activities aimed at Reserve units and are encouraged to use them to help their own individual cases. In doing so they reinforce the program.

### Promotes Benefits to Organization Leaders

Reservists give an organization a competitive edge. They bring many benefits back to their civilian employers, such as proven leadership abilities, strong work values and attitudes, and superior technical and trade skills. The CFLC uses various programs and publicity materials to highlight the benefits of military training. The CFLC asks organizational leaders to grant time off after demonstrating the value of Reserve Force training to civilian employers and educators.

### Reservists Use Programs to Market Themselves

The CFLC provides a toolbox to help reservists sell themselves to their employers. This will be discussed later under RUSP.

### Statement of Support for the Reserve Force

Once the CFLC has explained how reservists make better-trained, more capable employees, we ask civilian employers to support the Reserve Force. The key document is a Statement of Support for the Reserve Force, which CFLC asks employers to fill in and sign. The majority of employers who formally declare and sign a statement of employer support do so at an ExecuTrek after having been exposed to a day-long military experience.

In the statement of support, the CFLC asks employers to state that they support the Reserve Force – simply an expression of approval and appreciation. We have more than 4,400 supportive employers currently on file.

Secondly, employers are asked to give serious consideration to granting two week's time off a year for military training without loss of holiday time or benefits. More than 3,900 Canadian employers have agreed to this. They are then asked to consider topping up the difference between the reservist's military and civilian pay during that two-week period. Of those employers granting leave, 44 per cent have also willingly given top-up pay.

The next level of support is for additional time off for courses. This has been done by 68 per cent of supportive employers. The final level is consideration of up to 12 months off for operational missions and 53 per cent of supportive employers have granted this for their reservist employees. The CFLC also asks employers to formalize their support in a human resources policy and to file a copy of the policy with the secretariat in Ottawa. The CFLC currently has more than 750 military leave policies from employers on file.

### CFLC PROGRAMS

The CFLC has established five programs to deliver the employer support messages to Canada's civilian employers.

#### ExecuTrek Program

The ExecuTrek program gives the CFLC an opportunity to bring employers, usually for one day, to visit reservists while they are training. About 20 national ExecuTreks are organized each year, bringing out approximately 450 employers during a season.

During their visit, employers get a chance to see the quality of training, talk to reservists directly about their skills and to try out some of the training activities – such as flying flight simulators, firing weapons or driving a military vehicle.



In addition, the CFLC also supports Reserve unit events or local ExecuTreks at a rate of 40 events yearly, through which they reach another 800 employers. These events are managed by the Reserve units themselves.

## **OUTREACH PROGRAM**

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

### **Current Outreach Target Groups**

Certain groups of employers have been selected to receive the employer support messages. The messages are conveyed to them many times, in a variety of ways. At the moment, the CFLC is working to reach human resources professionals in companies and organizations across the country. We are also working with the Canadian Manufacturers & Exporters. Chambers of commerce are an ongoing Outreach target.

The CFLC has also approached various levels of government – federal, provincial and municipal—and asked them to publicly reiterate their support for the Reserve Force and publicize their own policies for military leave for their employees.

All 10 Canadian provinces have declared support and last year, in the province of Saskatchewan, five municipalities declared support at a single event.

A major Outreach program currently under way is the Federal Reserve Force Awareness Campaign (FRFAC), whereby all sectors of the public service of Canada are being made aware of the Reserve Forces Training Leave Regulations.

The Minister of National Defence and the President of Treasury Board recently signed a statement reiterating the federal government's commitment to giving time off for military duty to civilian members of the public service of Canada. The statement also recognized federal employees who also serve as members of Canada's Reserve Force as contributing twice to the service of Canada.

Colleges and universities have also been identified as a target group and a major CFLC Outreach project has been launched to reach this group.

### **Focus on Support by Governments**

- The federal government has signed a statement of support (FRFAC).
- All 10 Provincial governments have signed statements of support.
- Municipal governments are next on the list.

### **FRFAC Project**

Following the signing of the statement of support in 2003 by the federal government at the political level, we are carrying on an ongoing Outreach project to reach all federal departments at the deputy head level. Following a signed commitment at the deputy head level, we will actively promote the project within the public service of Canada as well as within the Reserve Force.

### **Educational Institutions**

It has been determined that in Canada, approximately 40 per cent of reservists are students. An Outreach project has been launched to sign up secondary and post-secondary educational institutions. The institutions will be asked to recognize that both employees and students may be reservists.

- Phase 1 - Research (2004-05)
- Phase 2 - Planning and Piloting (2005-06)
- Phase 3 - Implementation (2005-06 and ongoing)

More on this in a special presentation later in the conference.

This concludes my portion of the presentation. I will now turn it over to Lieutenant-Colonel Grant McLean, our liaison officer for northern Alberta.

*This third part of the presentation was delivered by Lieutenant-Colonel Grant McLean*

### **RESERVE UNIT SUPPORT PROGRAM (RUSP)**

The CFLC has a Reserve Unit Support Program (RUSP) through which we work with individual reservists and their units to reach local employers and educators. We believe that the best results occur when individual reservists seek out the support of their own organizational leaders.

There is now a CFLC website on the Internet and a toll-free long distance number that is made available to reservists who want to talk about employer or educator support or need help on an issue where conflict may have ensued. As part of CFLC program evolution, RUSP will develop into a full Inreach program.

### **RESERVIST ASSISTANCE PROGRAM**

The Reservist Assistance Program helps prevent conflicts between the reservist and the employer/educator 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.

All cases are referred back to the local liaison officer who works to resolve them at that level by dealing with the reservist, the Commanding Officer and the unit's Employer Support Representative. Sometimes, the liaison officer may communicate directly with the organizational leader; however this is never done without obtaining the permission of the reservist.

### **AWARDS AND RECOGNITION PROGRAM**

The Awards and Recognition Program makes it possible for the CFLC to officially recognize and thank organizational leaders who are supportive of the Reserve Force. A national presentation ceremony is hosted every two years, with one national and 10 provincial winners. There are also provincial awards ceremonies held in which additional employers, educators and reservists are recognized. The organizational leaders selected for awards are nominated by the reservists who work for them. The next national awards will be presented here in Ottawa this coming weekend, 04 June 2005.

### **Measures of Success**

- 4,400+ employers support the Reserve Force
- 3,900+ will grant two weeks leave. Of those:
  - 44 per cent grant pay top up
  - 53 per cent give up to 12 months operational leave
  - 68 per cent grant additional time off for courses, etc.
  - 750+ employers have provided a military leave policy

### **Strategic and Business Planning**

We have been working on becoming more scientific in our approach and have recently begun pursuing the development of measurement and evaluation of our efforts as part of our strategic and business planning.

### **CFLC STRATEGIC PRIORITIES 2005/2006**

Here are the CFLC's strategic priorities for the present year.



*Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)*

CFLC Northern Alberta Liaison Officer, Lieutenant-Colonel Grant McLean, Canada, enjoying the opening ceremonies at HMCS CARLETON.

Le lieutenant-colonel Grant McLean du Canada, agent de liaison du Nord de l'Alberta pour le CLFC, assiste à la cérémonie d'ouverture au NCSM CARLETON.



- Strategic plan implementation
- Improve our use of technology
- Connect with organizational leaders
- Learning and communications

Let's discuss each of the strategic priorities in a bit more detail.

### **Priority #1, Strategic Plan Implementation**

Here is how CFLC plans to implement the strategic plan:

- Create / align provincial action plans with the National Strategic Plan
- Create Implementation / Resource Plan for secretariat
- Monitor ongoing progress and report results

### **Priority #2, Connect with Organizational Leaders**

- Identify key provincial targets
- Improve ExecuTrek
  - Target: 3 months' notice on exact dates
  - Identify "fall back" opportunities for cancelled trips
  - Explore tailoring ExecuTrek
- Be aware of current "hot issues" and exploit ways to leverage CFLC

### **Priority #3 , Learning and Communications**

- Learn from international conference participants
- Discuss lessons learned after conference
- Improve communications between CF leaders and CFLC provincial chairs
- Provincial chairs to implement a communications program to engage with CF leaders
- Increase communications between units and CFLC Events staff

### **Priority #4, Improver Use of Technology**

- Enhance website content – we are in the process of developing a "go to" page that reservists can consult if they are contemplating an overseas deployment
- Ensure employer data is current and accurate
- Provide provincial councils live access to employer data
- Provide referral conduit for employers seeking reservists

### **RFESP FUTURE DIRECTION**

The CFLC works continuously on fine-tuning its programs. Enhancements in the near future will include a focus on the screening and reintegration process for reservists going on and coming back from international operations.

Our educational Outreach project will be ongoing. The Awards and Recognition Program will be further tweaked and improved.

The RUSP program will also develop into a broader and more comprehensive Inreach program, where more resources are directed toward getting the CFLC messages and programs directly to reservists at the unit level. All of these activities are in direct support of CF operations.

### **Get the Competitive Edge**

The CFLC now markets the benefits of military training and skills around the catch phrase "gaining a competitive edge" and sells the idea of business and reservists working together as being "win-win" for all concerned. Employers are embracing this concept as is shown by the success of the program.



## QUESTION PERIOD

Q: Regarding your budget, to what extent are uniformed military personnel paid in this?

A: 65 per cent of the budget is for personnel.

Q: How has that budget grown?

A: Basically it really hasn't grown much. We were given about C\$800,000 a decade ago and we are now at C\$1,602,610.

Q: Have you done much research among employers to see how much resonance the message of skills has had with the business world?

A: We have not done that yet. It is planned.

Q: If you can share that information with us, we would appreciate it.

A: We have no problem sharing. I would suggest we have an email distribution list to keep each other informed on a regular basis. I think this is something to look at.

Q: I'd like to explore a bit more the role of the liaison officer. We don't have that in the United Kingdom. You are going at it in a unit level?

A: I take my orders from the Executive Director and the provincial chair. I work with Land Force Western Area and the 41 CBG. We are lucky in that the 41 CBG commander is a former CFLC Liaison Officer. We are also obligated to talk to units once a year. So theoretically every reservist should be getting the CFLC message at least once a year. Also, some provinces have multiple liaison officers. Responsibilities for units are distributed. They also are formally assigned brigades within their area and attend brigade meetings.

Q: Is there training for these personnel?

A: Yes they get formal training in Ottawa. They also meet three times a year. You can attend our meeting on Saturday to see how Chairs and LOs do things.



## PRÉSENTATION DU CANADA

**John C. Eaton, président national du CLFC**

**L'honorable Peter M. Liba, président provincial du CLFC**

**Lieutenant-Colonel Grant McLean, agent de liaison du CLFC**

*La première partie de l'exposé du Canada a été présentée par John C. Eaton.*

### INTRODUCTION

Tout d'abord, je tiens à vous remercier d'être venus à cette conférence internationale. J'espère qu'elle nous a tous enrichis. Je sais que c'est le cas du Canada et j'espère pouvoir encore contribuer à cette expérience.

Le Programme d'appui des employeurs à la Force de réserve (PAEFR) du Canada a été créé en 1978 et le Conseil de liaison des Forces canadiennes (CLFC) existe depuis 1993.

### L'historique du PAFER du Canada

Le PAFER existe au Canada depuis près de 30 ans. Le Comité, première organisation d'appui des employeurs, a été créé en 1978 après que le gouvernement fédéral ait décrété que notre pays devrait avoir un mécanisme de protection volontaire de l'emploi pour le service volontaire dans la Force de réserve.

### Les besoins des commandants des Forces canadiennes

Le PAFER est directement lié aux besoins opérationnels et aux buts à court et à long terme de l'établissement militaire du Canada, à savoir le recrutement, la conservation et la disponibilité constante de réservistes prêts au combat. Le CLFC soutient le processus de constitution de la force.

Il est difficile d'assurer la disponibilité des réservistes pour la formation ou le déploiement pour des opérations sans entretenir des rapports efficaces avec les employeurs civils.

### Les défis du PAFER

Les défis de la réalisation fructueuse d'un PAFER sont nombreux et continus. Depuis quelques années, on observe un recours accru à la Force de réserve pour répondre aux besoins de personnel pour les opérations des Forces canadiennes.

Le potentiel de conflit entre employeurs et employés réservistes existe toujours, et l'un des éléments du mandat du PAFER est de le régler. Les conflits sont généralement la conséquence de mauvaises communications. Les réservistes moins anciens, souvent, ne laissent pas à leur employeur suffisamment de temps pour leur planification. Une approche méthodique s'impose pour convaincre chaque chef d'entreprise que l'appui des employeurs aux réservistes est important. Pour cela, il faut du temps et des efforts constants.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CLFC National Chairman, John C. Eaton, pictured at the Conference Dinner at the Canadian Aviation Museum.

Le président national du CLFC, John C. Eaton, lors du dîner de la Conférence au Musée de l'aviation du Canada.

La sensibilisation du public à l'établissement militaire du Canada est en hausse, mais ce n'est pas une grande priorité pour la plupart des Canadiens. Enfin, la sensibilisation des réservistes eux-mêmes au PAEFR est un processus continu d'éducation, tandis que de nouvelles recrues se joignent aux rangs des Forces canadiennes chaque année.

## L'APPROCHE DU CANADA EN MATIÈRE DE PAEFR

Le Canada a adopté une approche fondée sur la bonne volonté des employeurs. Les employeurs civils du Canada ne sont pas tenus par la loi d'accorder du temps aux réservistes faisant partie de leur personnel. Le Canada est d'avis que l'appui des employeurs devrait être volontaire quand le service militaire l'est aussi, et compte sur la bonne volonté des employeurs pour appuyer la Force de réserve.

### Le projet de loi C-7

Nonobstant notre approche volontaire, en mai 2004, le Parlement canadien a adopté un projet de loi appelé la *Loi sur la sécurité publique* (projet de loi C-7) assurant la protection de l'emploi pour les réservistes (réintégration à la main-d'œuvre civile) s'ils sont appelés par le gouvernement à servir dans le cadre d'une situation d'urgence déclarée en vertu de la *Loi sur la défense nationale* (LDN). L'expression « urgence déclarée », toutefois, est très précise; elle désigne toute situation d'insurrection, d'émeute, d'invasion, de conflit armé ou de guerre, réel ou appréhendé.

La nouvelle loi ne s'applique que si la Force de réserve est mobilisée. Dans les faits, cela n'est pas arrivé au Canada depuis 1939. (La *Loi sur les mesures d'urgence* a été déclarée au Québec pendant la crise d'octobre 1970, mais les réservistes n'ont pas été mobilisés en grand nombre.)

#### Le mandat du CLFC

« Obtenir l'appui des dirigeants des organisations canadiennes afin que les réservistes bénéficient d'une plus grande disponibilité pour accomplir leurs fonctions militaires. »

#### Mission du CLFC

« Inciter les dirigeants des organisations à accorder volontairement aux réservistes des congés pour service militaire afin que ceux-ci puissent participer à l'instruction et aux opérations sans être pénalisés. »

IL Y A UNE NETTE CORRÉLATION ENTRE L'APPUI DES EMPLOYEURS ET LE RECRUTEMENT ET LE MAINTIEN DE LA FORCE DE RÉSERVE.

#### Vision du CLFC

« Que tous les dirigeants des organisations canadiennes appuient volontairement les réservistes. »

#### Slogan du CLFC

« Les réservistes... une valeur sûre. »

## L'organisation du CLFC

Bien que le CLFC soit l'auxiliaire d'appui des employeurs du ministère de la Défense nationale et des Forces canadiennes, c'est surtout une organisation civile bénévole, soutenue par un effectif d'employés militaires et civils. Le Conseil est composé d'un groupe de chefs d'entreprises du Canada, avec le Chef - Réserves et cadets du Canada, le directeur - réserves et cadets et le directeur exécutif du CLFC.

Le Conseil a un président national, un vice-président, un président dans chaque province et quatre présidents honoraires. Les présidents provinciaux ont créé leurs propres comités, en s'appuyant sur d'autres gens d'affaires pour faire reconnaître le travail du Conseil dans chaque province. À l'heure actuelle, plus de 75 gens d'affaires du pays offrent bénévolement leur appui.

Je suis actuellement le président national de l'organisation et j'ai été désigné par le ministre de la Défense nationale, dont je relève directement.

Pour aider les bénévoles à traiter avec l'élément militaire, le CLFC a créé un réseau d'agents militaires de liaison provinciaux, du grade de colonel ou de lieutenant-colonel, qui sont des réservistes de la classe A. Ils sont aussi organisés à l'échelon régional par un à quatre agents de liaison par province, selon la géographie et la population de base.

Enfin, le Conseil et les agents de liaison reçoivent l'appui d'un secrétariat situé à Ottawa, qui se compose de réservistes de la classe B. Le secrétariat est dirigé par un directeur exécutif civil. La chaîne de commandement du personnel des Forces canadiennes va du directeur général - réserves et cadets au Chef - Réserves et cadets.

### Budget annuel du CLFC

Le budget annuel du CLFC est de 1 691 445 \$CAN pour l'exercice 2005-2006. Ce montant est réparti comme suit : 688 835 \$CAN opérations et la maintenance + 1 002 610 \$CAN pour l'enveloppe de paie = 1 691 445 \$ CAN



En fonction de ces deux montants, des fonds sont répartis comme suite:

- 65 p. 100 Personnel du secrétariat (paie)
- 33 p. 100 Agents de liaison (paie)
- 18 p. 100 Frais de voyage (opérations et maintenance)
- 28 p. 100 Publications et publicité (opérations et maintenance)
- 32 p. 100 Exécutrek (opérations et maintenance)

Aux fins de comparaison, voici comment le budget annuel du CLFC se compare aux monnaies d'autres pays représentés.

Le montant de 1 691 445 \$CAN équivaut à :

- Allemagne : 1 067 318 €
- Australie : 1 760 523 \$A
- États-Unis (dollars) – 1 335 209 \$US
- Italie : 1 067 318 €
- Lettonie : 743 051 lats
- Nouvelle-Zélande : 1 883 237 \$NZ
- Pays-Bas : 1 067 318 €
- Pologne : 4 471 893 zlotys
- Royaume-Uni : 733 630 £
- Singapour : 2 217 247 \$SG

Ces montants sont établis en fonction des taux de conversion de la Banque du Canada au 27 mai 2005.

Je laisse maintenant la parole à l'honorable Peter Liba, président provincial du Manitoba et du Nord-ouest de l'Ontario.

*La deuxième partie de l'exposé a été présentée par l'honorable Peter M. Liba*

## **UNE APPROCHE DE L'APPUI DES EMPLOYEURS EN DEUX VOLETS**

Le CLFC met l'accent sur l'établissement de rapports entre les dirigeants d'organisations civiles qui sont des employeurs et des éducateurs, et les Forces canadiennes, particulièrement la Force de réserve.

### **Pas de loi - du marketing pur**

Le CLFC *doit* « vendre » les avantages des employés réservistes aux employeurs. Pour ce faire, il emploie une approche en deux volets.

Des messages de base de marketing mettent l'accent sur les avantages du leadership militaire et des compétences que présentent les réservistes pour les employeurs civils. Les principaux messages ciblent deux publics distincts, soit les dirigeants d'organisations (employeurs et éducateurs) et les réservistes. Les employeurs reçoivent les messages directement par diverses voies (courrier direct, articles et encarts, salons des métiers, etc.).

Les réservistes reçoivent les messages clés par le biais d'une série d'activités d'appui des employeurs axées sur les unités de réserve, et ils sont encouragés à s'en servir aux fins de leur propre situation. Ce faisant, ils appuient le programme.

### **Promotion des avantages auprès des dirigeants d'organisations**

Les réservistes donnent à une entreprise un avantage concurrentiel. Ils apportent de nombreux avantages à leurs employeurs civils, comme des habiletés éprouvées de leadership, de solides valeurs et attitudes relativement au travail et des compétences professionnelles supérieures. Le CLFC emploie divers programmes et matériels publicitaires pour faire



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CLFC Manitoba & Northwestern Ontario  
Provincial Chair, The Honourable  
Peter M. Liba.

Le président provincial du CLFC pour le  
Manitoba et le nord-ouest de l'Ontario,  
l'honorable Peter M. Liba, du Canada.

### **Les employeurs constatent les avantages**

Les éloges qui suivent émanent de M. Paul Clark, un vice-président de la compagnie Canadien Pacifique (récipiendaire d'un prix du CLFC en 2003, le Prix national du meilleur appui au Canada).

*« Nous avons plusieurs réservistes dans l'organisation et nous estimons avoir des employés plus solides, dotés d'une expérience bien plus vaste. »*

ressortir les avantages de la formation militaire. Le CLFC demande aux chefs d'entreprises d'accorder des congés après avoir démontré la valeur de la formation des membres de la Force de réserve pour les employeurs et éducateurs civils.

### **Les réservistes s'appuient sur des programmes pour faire leur propre promotion.**

Le CLFC fournit une trousse d'outils pour aider les réservistes à se vendre auprès de leurs employeurs. Il en sera question plus loin, sous la rubrique du Programme d'appui des unités de la Réserve (PAUR).

### **Déclaration d'appui à la Force de réserve**

Une fois que le CLFC a expliqué en quoi les réservistes font des employés mieux formés et plus capables, nous demandons aux employeurs civils de donner leur appui à la Force de réserve. Le principal document est une déclaration d'appui à la Force de réserve, que le CLFC demande aux employeurs de remplir et de signer. La majorité des employeurs qui affirment

formellement leur appui et signent une déclaration d'appui de l'employeur le font dans le cadre d'un ExécuTrek après avoir vécu toute une journée l'expérience militaire.

Dans la déclaration d'appui, le CLFC demande aux employeurs d'affirmer leur soutien à la Force de réserve – simplement une expression d'approbation et d'appréciation. Nous avons l'appui confirmé de plus de 4 400 employeurs dans nos dossiers.

Ensuite, on demande aux employeurs d'envisager sérieusement d'accorder deux semaines de congé par année aux fins de formation militaire sans perte de droits à congé ni d'avantages sociaux. Plus de 3 900 employeurs canadiens ont accepté de le faire. On leur demande aussi d'envisager de combler l'écart entre la paie militaire et la paie civile du réserviste pendant cette période de deux semaines. Sur le nombre des employeurs qui accordent le congé, 44 p. 100 consentent aussi à combler l'écart de la paie.

Le niveau suivant d'appui est sous forme de temps additionnel accordé pour les cours. Soixante-huit pour cent des employeurs volontaires le font. Au niveau supérieur, ils envisagent d'accorder jusqu'à 12 mois de congé pour des missions opérationnelles, et 53 p. 100 des employeurs qui nous appuient en ont convenu pour leurs employés réservistes. Le CLFC demande en outre aux employeurs de formaliser leur appui dans une politique relative aux ressources humaines et de remettre une copie de la politique à Ottawa. Le CLFC détient actuellement dans ses dossiers plus de 750 politiques des employeurs visant le congé militaire.

## **LES PROGRAMMES DU CLFC**

Le CLFC a créé cinq programmes pour transmettre les messages d'appui aux employeurs civils du Canada.

### **Le programme ExécuTrek**

Le programme ExécuTrek offre au CLFC l'occasion d'amener les employeurs, généralement pour une journée, en visite chez les réservistes tandis qu'ils sont en formation. Une vingtaine de programmes ExécuTrek sont organisés à l'échelle nationale chaque année, auxquels participent environ 450 employeurs en une saison.

Lors de leur visite, les employeurs ont la possibilité de constater la qualité de la formation offerte, de parler directement aux réservistes de leurs habiletés et de faire l'essai de certaines activités de formation – comme les simulateurs de vol, le tir avec des armes et la conduite de véhicules militaires.

De plus, le CLFC appuie aussi une quarantaine d'activités d'unités de réserve ou programmes ExécuTrek locaux, au moyen desquelles on peut atteindre 800 employeurs de plus. Ces activités sont l'œuvre des unités de réserve elles-mêmes.

### **PROGRAMME DE SENSIBILISATION**

Le programme de sensibilisation permet au CLFC d'atteindre un grand nombre d'employeurs au moyen d'envois postaux, de la participation à des conférences et salons des métiers, de présentations, et de la production d'articles pour des revues spécialisées.



### **La sensibilisation cible actuellement des groupes.**

Certains groupes d'employeurs ont été sélectionnés pour recevoir les messages de promotion de l'appui des employeurs. Ces messages leur sont transmis à de nombreuses reprises, sous diverses formes. Actuellement, le CLFC s'efforce d'atteindre des spécialistes des ressources humaines dans les entreprises et organisations de tout le pays. Nous travaillons aussi avec les Manufacturiers et Exportateurs du Canada. Les chambres de commerce sont aussi une cible constante des activités de sensibilisation.

Le CLFC a aussi approché diverses administrations publiques – fédérale, provinciales et municipales – pour leur demander d'exprimer publiquement leur appui à la Force de réserve et de publier leurs propres politiques relatives aux congés militaires pour leurs employés.

Les 10 provinces canadiennes ont affirmé leur appui et, l'année dernière, en Saskatchewan, cinq municipalités ont déclaré leur appui lors d'une activité.

Un important programme de sensibilisation est actuellement en œuvre, appelé la Campagne fédérale de sensibilisation sur la Force de réserve (CFSFR), où tous les secteurs de la fonction publique du Canada sont informés du *Règlement sur les congés pour fins d'instruction au sein des forces de réserve*.

Le ministre de la Défense nationale et le président du Conseil du Trésor ont récemment signé une déclaration réitérant l'engagement du gouvernement fédéral à accorder des congés pour fonctions militaires aux membres civils de la fonction publique du Canada. La déclaration reconnaît aussi les fonctionnaires fédéraux qui servent aussi dans la Force de réserve du Canada comme contribuant doublement au service du Canada.

Les collèges et universités ont aussi été reconnus comme un groupe cible et un projet de sensibilisation d'envergure du CLFC a été mis en œuvre pour atteindre ce groupe.

### **Pleins feux sur l'appui des gouvernements**

- Le gouvernement fédéral a signé une déclaration d'appui (CFSFR).
- Les 10 gouvernements provinciaux ont signé des déclarations d'appui.
- Les administrations municipales sont les suivantes sur la liste

### **Le projet CFSFR**

À la suite de la signature, par le gouvernement fédéral, d'une déclaration d'appui officielle au niveau politique en 2003, nous allons de l'avant avec un projet de sensibilisation continue visant à atteindre tous les ministères fédéraux à l'échelon des sous-ministres. Une fois que ceux-ci auront signé un engagement, nous ferons activement la promotion du projet au sein de la fonction publique du Canada et de la Force de réserve.

### **Établissements d'enseignement**

On a déterminé qu'au Canada, environ 40 p. 100 des réservistes sont des étudiants. Un projet de sensibilisation a donc été lancé pour recruter les établissements d'enseignement secondaire et postsecondaire. Ces établissements seront appelés à reconnaître que les employés peuvent tout autant que les étudiants être réservistes.

- Phase 1 – Recherche (2004-2005)
- Phase 2 – Planification et essai pilote (2005-2006)
- Phase 3 – Mise en œuvre (2005-2006 et ensuite)

Nous discuterons plus longuement de ceci plus tard au cours de la Conférence.

Ceci termine ma partie de la présentation. Je laisse maintenant la parole au lieutenant-colonel Grant McLean, notre agent de liaison du Nord de l'Alberta.

*Cette troisième partie de l'exposé est présentée par le lieutenant-colonel Grant McLean*

### **LE PROGRAMME D'APPUI DES UNITÉS DE LA RÉSERVE**

Le CLFC a un Programme d'appui des unités de la Réserve (PAUR) dans le cadre duquel nous travaillons avec chaque réserviste et son unité pour sensibiliser les employeurs et éducateurs locaux. Nous pensons que les meilleurs résultats sont obtenus lorsque les réservistes obtiennent l'appui de leurs chefs d'entreprises.

Il existe maintenant un site Web du CLFC et un numéro sans frais pour les appels interurbains, mis à la disposition des réservistes qui souhaitent discuter de l'appui de leur employeur ou enseignant ou qui ont besoin d'aide pour régler un problème en cas de conflit. Dans le cadre de l'évolution du programme du CLFC,

le PAUR deviendra un programme intégral de sensibilisation interne.

### PROGRAMME D'AIDE AUX RÉSERVISTES

Le Programme d'aide aux réservistes (PAR) aide à prévenir les conflits entre les réservistes et leur employeur ou enseignant et aide à résoudre les conflits, qui peuvent toujours survenir. Le plus souvent, les réservistes font appel à l'aide du Conseil pour obtenir un congé pour formation militaire.

Tous les problèmes sont transmis à l'agent de liaison local, qui s'efforce de les résoudre en traitant avec le réserviste, le commandant et le représentant de l'appui des employeurs. Parfois, l'agent de liaison peut communiquer directement avec le chef d'entreprise, mais il ne le fait jamais sans avoir préalablement obtenu la permission du réserviste.

### PROGRAMME DE PRIX ET DE RECONNAISSANCE

Le Programme de prix et de reconnaissance fait en sorte que le CLFC puisse reconnaître et remercier officiellement les chefs d'entreprises qui offrent leur appui à la Force de réserve cérémonie nationale. Tous les deux ans, sont remis dans le cadre d'une prix national et dix prix provinciaux. Il y a aussi des cérémonies de remise de prix provinciaux où d'autres employeurs, éducateurs et réservistes sont à l'honneur. Les chefs d'entreprises à qui ces prix sont décernés sont nommés par les réservistes qui travaillent pour eux. La prochaine cérémonie de remise des prix doit avoir lieu ici, à Ottawa, la fin de semaine prochaine, soit le 4 juin 2005.

### MESURES DU SUCCÈS

- 4 400+ employeurs appuient la Force de réserve.
- 3 900+ accordent un congé de deux semaines. De ce nombre:
  - 44 p. 100 versent un complément salarial;
  - 53 p. 100 accordent jusqu'à 12 mois de congé opérationnel;
  - 68 p. 100 accordent du temps additionnel pour les cours, etc.
- 750+ employeurs ont fourni une politique de congé militaire.

### Planification stratégique et opérationnelle

Nous nous efforçons depuis quelque temps d'avoir une approche plus scientifique, et nous avons récemment entrepris de concevoir des outils de mesure et d'évaluation de nos efforts dans le cadre de notre planification stratégique et opérationnelle.

### LES PRIORITÉS STRATÉGIQUES DU CLFC POUR 2005-2006

Les priorités stratégiques du CLFC pour l'année en cours sont les suivantes:

- Mettre en œuvre le plan stratégique.
- Établir des rapports avec les chefs d'entreprises.
- Apprentissage et communications.
- Accroître le recours à la technologie.

Parlons maintenant plus en détail de chacune des priorités stratégiques.

#### Priorité n° 1 – Mettre en œuvre le plan stratégique

Voici comment le CLFC compte mettre en œuvre le plan stratégique :

- Créer ou harmoniser les plans d'action des provinces avec le plan stratégique national.
- Créer un plan de mise en œuvre et de ressources pour le secrétariat.
- Suivre les progrès continus et rendre compte des résultats.



Photo by Cpl Serge Gouin, CFSU(O)  
Photo par le cpl Serge Gouin, USFC(O)

CFLC Northern Alberta Liaison Officer, Lieutenant-Colonel Grant McLean, enjoying the opening ceremonies at HMCS CARLETON.

Le lieutenant-colonel Grant McLean, du Canada, agent de liaison du Nord de l'Alberta pour le CLFC, assiste à la cérémonie d'ouverture au NCSM CARLETON.





### **Priorité n° 2 – Établir des rapports avec les chefs d'entreprises**

- Cerner les objectifs clés provinciaux.
- Améliorer ExécuTrek :
  - objectif : préavis de 3 mois des dates exactes;
  - cerner les occasions de « rattrapage » des voyages annulés;
  - explorer les possibilités d'adaptation sur mesure des ExécuTrek.
- Suivre l'évolution des « dossiers chauds » actuels et exploiter les moyens de tirer parti du CLFC.

### **Priorité n° 3 – Apprentissage et communications**

- Apprendre des participants à la Conférence internationale.
- Discuter des leçons apprises après la Conférence
- Améliorer les communications entre les dirigeants des Forces canadiennes et les présidents provinciaux du CLFC :
  - Les présidents provinciaux devront mettre en œuvre un programme de communication pour traiter avec les dirigeants des Forces canadiennes.
- Accroître les communications entre les unités et le personnel d'organisation des activités du CLFC

### **Priorité n° 4 – Accroître le recours à la technologie**

- Augmenter le contenu Web – nous sommes en train de concevoir une page de référence que les réservistes peuvent consulter s'ils envisagent un déploiement outre-mer.
- Veiller à l'exactitude et à l'actualité des données des employeurs.
- Fournir aux conseils provinciaux un accès en direct aux données des employeurs.
- Créer une voie de référence pour les employeurs à la recherche de réservistes.

### **ORIENTATION FUTURE DU PAEFR**

Le CLFC s'efforce continuellement de peaufiner ses programmes. Les améliorations prévues dans un proche avenir comprennent l'accentuation du processus de contrôle et de réintégration des réservistes en partance pour des opérations internationales et qui en reviennent.

Notre projet de sensibilisation sera continu. Le Programme de prix et de reconnaissance sera mis au point et amélioré.

Le PAUR deviendra aussi un programme plus vaste et exhaustif de sensibilisation interne en vertu duquel des ressources accrues seront consacrées à la transmission directe des messages et programmes du CLFC aux réservistes, au niveau de l'unité. Toutes ces activités visent directement l'appui des opérations des Forces canadiennes.

### **Avoir l'avantage concurrentiel**

Le CLFC fait maintenant la publicité des avantages de la formation et des compétences militaires sous le thème de « l'avantage concurrentiel » et vend le concept de la collaboration entre entreprises et réservistes comme une situation où tout le monde est gagnant. Les employeurs adhèrent à ce concept, comme en fait foi le succès du programme.

## PÉRIODE DE QUESTIONS

Q : Au sujet de votre budget, quelle partie de ce budget est prévue pour payer le personnel militaire en uniforme?

R : 65 p. 100 du budget est pour le personnel.

Q : Quelle a été l'évolution du budget?

R : En fait, il n'a pas beaucoup augmenté. Nous recevions environ 800 000 \$CAN il y a 10 ans, et nous avons maintenant 1 602 610 \$CAN.

Q : Avez-vous fait quelques recherches parmi les employeurs pour cerner l'incidence qu'a pu avoir le message des habiletés dans le monde des affaires?

R : Nous ne l'avons pas encore fait. C'est prévu.

Q : Si vous pouviez nous en informer, ce serait apprécié.

R : Nous ne voyons aucun problème à partager les renseignements. Je suggère la création d'une liste de distribution par courriel pour que nous puissions nous informer mutuellement de façon régulière. Je pense que cela vaut la peine d'y réfléchir.

Q : J'aimerais parler un peu plus en profondeur du rôle de l'agent de liaison. Nous n'en avons pas au Royaume-Uni. Est-ce que c'est au niveau de l'unité?

R : Je relève du directeur exécutif et du président provincial. Je travaille avec le Secteur de l'Ouest de la Force Terrestre et le 41<sup>e</sup> Groupe-brigade du Canada (GBC). Nous avons la chance d'avoir, pour commandant du 41<sup>e</sup> GBC, un ancien agent de liaison du CLFC. Nous sommes aussi tenus de parler aux unités une fois par année. Donc, théoriquement, chaque réserviste devrait recevoir le message du CLFC au moins une fois par année. De plus, certaines provinces ont plusieurs agents de liaison. Les responsabilités des unités sont réparties. Les agents de liaison se font aussi officiellement assigner une brigade de leur secteur et assistent aux réunions de leur brigade.

Q : Ces agents reçoivent-ils une formation?

R : Oui, ils reçoivent une formation formelle à Ottawa. Ils se réunissent aussi trois fois par année. Vous pouvez, si vous le voulez, assister à notre réunion, samedi, pour voir comment les présidents et agents de liaison font les choses.





**DISCUSSION SESSION:**

**Employment of Reserves in Ops and Armed Conflict**

**United States of America's Experience**

**by: Major Robert P. Palmer**

Good morning. Léo has asked me to talk a little bit about lessons learned for mobilizations. After more than four years in the Global War on Terrorism, with over 400,000 reservists mobilized, I remain unconvinced that we have learned any lessons, although we certainly have identified a number of shortfalls.



*Photo by Holly Loranger, House of Commons Photo  
Photo par Holly Loranger – Photo de la Chambre des communes*

Major Robert Palmer, United States of America, during the tour of Canada's House of Commons.

Le major Robert Palmer, des États-Unis, d'Amérique, pendant la visite de la Chambre des communes du Canada.

I think you are aware we have the National Guard, which is with both the Army and the Air Force. Both the Army and Air National Guard have state missions, meaning they report to the governors of the state, as well as a federal mission and are accountable to the President through the Secretary of Defence. Then we have the service Reserves, that is the Army Reserve, the Navy Reserve, the Air Reserve, the Coast Guard Reserve and the Marine Reserve. Those organizations are accountable only to the President through the Secretary of Defence. Within the National Guard, each state has a National Guard. They appoint an Adjutant General, usually a two-star general, who is accountable to the governor. So there are 54 separate national guards, one for each state, each of three territories and the District of Columbia.

When it comes to mobilization we have found there are at least four different ways to do it – the Army way, the Navy way, the Air Force way and the Marine Corps way. As well there are the 54 different ways each state practises things a little differently. This makes it extremely difficult for us to identify trends and problems. As you can imagine with this sort of diversity, we don't have a uniform system of accounting.

For example, in my home state of Indiana, if they are asked to stand up a battalion of infantry, it probably has only 80-90 per cent of its people assigned, so it is under-strength. What they'll do is take other infantrymen from other units in the state to fill out the battalion. So if you ask a soldier what unit he is from, he may say I'm from Bravo Company, 2<sup>nd</sup> of the 292 Infantry, but he has been mobilized with Alpha Company, 1<sup>st</sup> of the 292 Infantry. So all the information the Army National Guard and Army Personnel Centre have collected on this fellow was as a member of Bravo

Company. But now he is serving with Alpha Company. Our information management systems don't always talk to each other well, so that poses certain problems.

One of the reasons the Under-Secretary for Defence for Personnel Readiness implemented this civilian employment information effort was to gather on an individual basis who the employers are. Mr. Hollingsworth spoke Tuesday of the challenges we have had identifying for whom our reservists and Guardsmen work. We hope to gather that information in a fairly useful form, but as you can imagine, that is not necessarily a simple task.

For example if we ask a person where he works and he says at Wal-Mart, there are many different ways you could write that. Computers aren't forgiving instruments and we find it difficult to sift through the data and scrub it so it is accurate.

The Under-Secretary of Defense Personnel Readiness has collected the names of about 50 per cent of the employers of Guardsmen and Reserves, and remember I have said there are about 800,000 people in the select Reserve. Yet of

that at Employer Support of the Guard and Reserve, we have only been able to contact about 80,000 employers once we scrubbed this data down. One of the challenges is the ability to get good accurate data on members of the Reserve component.

As several countries have mentioned, and it is true of the United States, we are grappling with a fundamental change in how we view the Reserve component. For all of my life and Mr. Hollingsworth's life, the National Guard and Reserve were viewed as a strategic Reserve. If the Soviets come rushing through into Germany or the North Koreans come rushing over the 38<sup>th</sup> Parallel, we could activate our Guard and Reserves. In six to nine months these fully stood-up units would deploy and win the fight. Somewhere in the last 10 years, we began to shift our thinking, and the Guard and Reserve in the United States is no longer a strategic Reserve, but it's now an operational Reserve. But what does that mean?

I like to think of the operational Reserve much as the way a small businessman would borrow money to use as working capital for cash flow purposes. As demand on the US military increases and we have these surges in demand, we draw from the Guard and Reserve to fill in those gaps and help us adjust to the surge. What this has led to is an increase in expectations of the members of the Reserve component.

If you follow the American military press, about six months ago, Lieutenant-General James Helmly, who is Chief of the Army Reserve, gained some notoriety in writing a memorandum that was leaked to the media basically saying that the Army Reserve was in danger of becoming a broken force, saying the demands placed on the Army Reserve are sufficient to destroy the Army Reserve. For some time the Army Reserve components have been considering one year out of six for deployments. We have found from discussions here that this is not uncommon and that other countries are looking at similar demands. That represents our best-case scenario. But how that is done is another matter.

The Army Reserve is home to some of our specialized units like CIMIC and Psy-Ops. There are civil affairs and Psy-Ops people within the active component. Which means that as we get into these stabilization operations like Kosovo and Bosnia, or now that we are in Afghanistan and Iraq, there is a very heavy demand on civil affairs and Psy-Ops and these folks are almost continually or repeatedly deployed.

At the behest of the Under-Secretary of Defense Personnel Readiness, the services have been tasked with coming up with an expectation management plan, which is how are you going to communicate with members of the Reserve component about what is a reasonable expectation for them, their families and their employers as to employment of the Guard and Reserves. Inclusion of ESGR in discussion with the Air Reserve has been part of the equation. I can't speak for the Army and other Reserves.

One area where we are seeing a fairly significant impact is a relatively small, but beleaguered, portion of the US economy, and that is the airlines. We have an ongoing relationship with the airline industry. There is a finite number of airlines. Airlines are incredibly dependent on one type of employee in order to be profitable and those are pilots. The vast majority of commercial pilots in the United States got their training with the military and many continue on with a military obligation. When you fly for the Guard and Reserve you diminish the hours you can fly for the airlines. Airlines are not a healthy industry, with a large number of them facing bankruptcy. We are increasing this burden on them by taking their pilots away.

Mr. Hollingsworth's vision has been that we create the Airline Symposium. We bring in airline executives, mostly operations folks, and defence leaders, and we have them and discuss common problems. When we mobilize a pilot for more than 90 days, he/she now has to undergo training to be recertified in their aircraft. A conservative estimate is that this costs about US\$1,000 a day and is a week long.

Our unified commanders don't like the Air Force policy of turning people over rapidly. They want them to be kept in the theatre of operations for a year or more. The airlines are trying to keep their people from being gone for a year or more and they want it to be less than 90 days for financial reasons. So we have this friction between what the employers can tolerate financially and what the unified commanders and Joint Staff believe we should be offering. This is an issue we are getting ready to, I won't say resolve, but work through and discuss.

To wrap it up, we have much to learn. Despite our relatively long history of lengthy and mass deployments, there are still unresolved issues. Much like peeling an onion, with each layer you pull back you begin to cry all over again. These are issues we have identified and we have dealt with them across four services and in different ways throughout each Reserve component. The ESGR wants to work with the services, by being the advocate or conduit for our employers to carry their concerns forward. We are the conduit for America's employers to carry their concerns forward. By the time you are a General or an Admiral you have lots of experience but none in the civilian business world. So we feel it a very important role for us to be a conduit regarding reasonable expectations, concerns and issues raised by employers.



## DISCUSSION SESSION:

### Employment of Reserves in OPs and Armed Conflict

#### United Kingdom's Experience

by: Group Captain John Ross

I'll say a few words on our experience of supporting employers during mobilization during the past couple of years.

The first thing is that when we started the current activities, we had three very separate procedures from the three services. One of the things that has happened over the last two years is that we have come together. We need a unified approach. It is very important we speak to them the same way regardless of which service their reservists are in.

Another lesson we learned is that the military tends to communicate in a very directive sort of way. When Operation TELIC started up, we were doing that to employers and they were being given instructions about the release of their employees and the requirements that they, the employer, were supposed to meet in order to support that employee while we were taking him away from his place of work. It was almost astonishing that it happened and that we got their support.

Another thing sometimes in our process is that people who are sent a letter for call-up aren't deployed. If that employer has already made arrangements to replace him for the next 12 months, he won't be pleased if the employee shows up two weeks later and says "I'm back again boss. Can I have my job?" So we have been quite careful to point out in our letters we write to employers that although the person has gone away, they may not necessarily be gone for 12 months, and that the employer may wish to hold off making any permanent arrangement about that job until perhaps a couple of weeks' time.

Other things that we have learned are that we can't always rely on the reservist to pass information to employers in the way we would like them to do it or in the time scale we would like. This is an area where we are unifying the process across the three services. The Air Force has always written directly to employers. The Army has relayed the information through the reservists. It is with the latter case that we have had the problems. The reservist may delay giving the letter until he or she thinks the time is right. That has often caused the delay. We now write to the employer directly.

So that is all about the mobilization process itself. The next thing is what happens when the reservist is actually deployed and in theatre? Well, quite clearly we still have a responsibility to the reservist's employer and to his or her family as well.

We have certainly improved our procedures in terms of supporting those people during mobilization as a result of Op TELIC. What we try to do is that we communicate in a coordinated way. It looks really amateurish if four or five letters arrive on the employer's desk on the same day from different people telling them slightly different things about their employee. So we need to be quite careful about that. I'm not sure that we have it quite right yet. We have to ensure they have a contact point. We also have to consider the responsibilities of the reservist. We ask them to communicate with their employer too.



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

Group Captain John Ross, United Kingdom at the conference dinner, at the Canada Aviation Museum.

Le colonel d'aviation John Ross au dîner de la Conférence, au Musée de l'aviation du Canada.

We also have to make sure employers understand that when reservists come back, they don't go straight back to work. Again, it is a matter of communications. We need to explain these things to employers.

The final thing I'd like to mention is the business of showing appreciation to employers. We rely very much on employer good will. Everything we do is to build employer good will. When someone comes back from mobilization, this is really the time to say, "Thank you very much indeed."

We kick that off with a letter straight to the employer from the Secretary of State for Defence enclosed with a certificate signed by Tim Corry. They also receive letters of appreciation from the Commanding Officer. Another thing we send is a post-operational tour report explaining what the employee did, written in civilian-speak.

We also invite them to special events hosted by the Prime Minister and another by the Prince of Wales. We want to make sure there is no doubt they are appreciated.

One final thing we do need to consider is a tricky one. This is the issue of post-operational traumatic stress. It sometimes takes a while to surface. It may be in the workforce that the reservist starts to display symptoms or behaviour that suggest something is wrong. We try to draw employers' attention to the fact that while it is unlikely, this could occur and this is what to look out for.

## Australia's Experience

by: Marc McGowan

At this time, we have only had one full-scale overseas deployment of reservists and that was to East Timor. So that was a really steep learning curve for us. We found varying attitudes with employers. We found some employers were more than happy to provide leave, and some provided it reluctantly.

What we did was set up an ongoing program for employers while the reservists were away. Some reservists were sending back newsletters, which we forwarded to employers. We were contacting employers every four to six weeks to talk with them, just to let them know what their employees were doing overseas. We found that some of those contacts were warmly welcomed. Others wanted nothing to do with us while their employees were away, which presented another problem in itself because those particular reservists were not really maintaining contact with the employers.

We developed a formal reintegration program explaining to their employers what their employees had been doing overseas and going through, and putting suggestions forward as to the way the workplace would need to look at the reintegration of the individual.

Those employees coming back to a mundane clerical job from an intense operation found it hard settling back into a desk. We had a three- to four-week post-deployment process and let employers know this would be happening.

I think that the lesson we learned from this was you really need to maintain contact with the employers and to let employers know what their individuals had been doing when they were overseas. This was a difficult thing to get across to the Army. As far as they were concerned was that the employers were former employers. Once reservists are in the Army, they are in the Army was the attitude.

It is really important to have good communications.

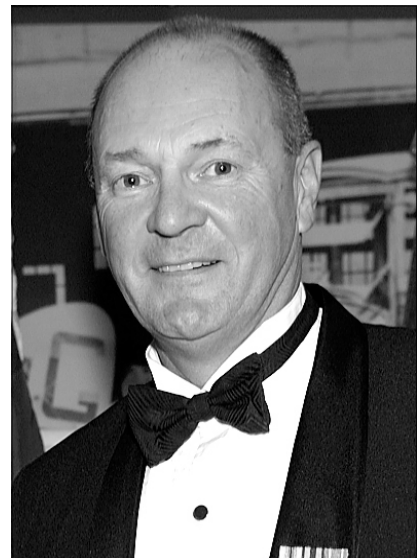


Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

Marc McGowan, Australia, at the conference dinner, Canada Aviation Museum.

Marc McGowan, de l'Australie, au dîner de la Conférence, au Musée de l'aviation du Canada.



## New Zealand's Experience by: Brigadier Timothy Brewer

I'm not in a position to talk as extensively as others have done regarding the experiences of mobilizing their reservists on various deployments. At the time we deployed to East Timor, we had no employer support program so my part in this is to tell you about some horror stories from people who don't have supportive employer programs to help them.



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

Brigadier Brewer, New Zealand, at the CFLC National Employer Support Awards Dinner.

Le brigadier Brewer, de la Nouvelle-Zélande, au dîner des prix nationaux d'appui des employeurs du CLFC.

When East Timor came along, the Reserves were still transitioning from the Strategic Reserve to the Operational Reserve. So all we did was focus on the operational assistance of raising, sustaining and deploying reservists. The Chief of Army directed me as the Chief of Army Reserves to supply 10 per cent of the battalion group for the deployment. I put that out through the chain of command with the dates the pre-deployment training would be stood up, which would be for fairly short periods of 4 to 6 weeks followed by deployment for six months. The units nominated people and they started showing up and started training.

There was no consideration or thought given to the soldiers' employment situation. It was up to them to take care of themselves. As time went on and I ceased to be looking at some of the operational requirements and started looking at some of the welfare requirements, I learned to my horror that more than half of these soldiers I was sending overseas had to quit their jobs to deploy. When they went to their employers and asked for six months off to serve, the employers said "No." I found to my horror that some of the worst offenders were government departments.

The Regular Force had no idea how to treat these reservists and one thing they were reluctant to do was to manage their time. Any time reservists deploy, they become members of the Regular Force in terms of pay and provisions and they also count against Regular Force manning lists. What I found was they were wasted until enough reservists showed up for pre-deployment training. In some cases they waited to the day the reservists deployed before signing them up to the Regular Force full-time conditions of service. So during pre-deployment training they were only being paid five days a week and weren't paid for week-end leave. Worse, if one of the regulars broke one of my reservists, he was sent home. Their attitude was "Well, you aren't actually part of the Regular Force at this stage, you're still a reservist, so "Cheerio." We'll pick up your medical bill for your broken back, but we won't compensate you for lost work."

Then, of course, the reservists started coming home. They'd show up to their places of previous employment and find somebody else in their chair. Since they were done with their deployment, the Army didn't want them and had put them back on the shelf. So they were off to the unemployment office.

You can imagine once these stories started circulating how keen everyone else was to volunteer. Of course they weren't. We won't make these mistakes again.

### DISCUSSION

**Major Robert Palmer, United States of America (R.P.):** During Brigadier Brewer's comments, he and Mr. Eaton exchanged glances when he said one of the worst offenders was government. That is certainly not unheard of in this conference. In the United States one of the worst offenders is the federal government, and can you hazard a guess as to who the worst offender is within the federal government?

**All:** Defence.

**R.P.:** That's a good guess, but its probably not the worst one. There is an expression in pop culture about people going crazy in the workplace: "Going Postal." The US Postal Service is perhaps the worst offender. It is an awful place to work even if you aren't a reservist. We have ombudsmen in the United States to deal with employer-reservist disputes, some of whom are specialized to deal with employees of the Post Office. We have found having an official who is specialized and knows the postal environment is a little more effective.

Here is another quick anecdote. We have an attorney in our office and his favorite case was the National Labor Relations Board. They have probationary employees. Of course, probationary employees can be terminated for any reason. Well they terminated this one probationary employee because he was a National Guardsman and had gone off for active duty. So he complained to the ombudsman's office and the ombudsman contacted the National Labor Relations Board and informed them that the USERRA legislation considers probationary status to be irrelevant. The reservists still have the right to employment. So if the US Labor Relations Board could run afoul of the legislation, certainly any employer can.

**Mr. Marc McGowan, Australia (M.M.):** One of the things we learned was the importance of our BossLift program, because our employers were basically in one of two groups: those who we were able to take on BossLifts to see troops while deployed, and those who weren't. Those that we took were so much easier to work with on the whole reintegration process of the individual because the employer had a much better understanding of what they were doing and therefore much more willing to compromise when the person returned. It made it possible for us to sell BossLift to the participating services.

**Lieutenant-Colonel Tim Corry, United Kingdom (T.C.):** Just a comment based on feedback we have had from research. It may just be a natural trend in the United Kingdom, but employers generally are hugely supportive provided they know what the reservists are going to do, the time frames are okay, and on the basis that they are going out of country to work in theatre. Of course, a lot of our guys who are mobilized remain back in the United Kingdom, and it is possible for an employer to see one of their employees who is deployed in the local supermarket, because he is working at the local base, airfield or wherever he happens to be posted. That is sort of a difficult message to get across to employers. Just because they are mobilized they may not necessarily be going to go overseas right away. There is a communication issue there. It has to be addressed on a one-by-one case. There is no blanket solution.

**Mr. Léo M. Desmarteau, Canada (L.D.):** One question I have is: have any of you thought of using your websites as a way of informing the employers? This is something we in Canada are looking at since we are integrating the whole CFLC employer support process with the whole deployment process. At various times (for example at the screening level) when the reservist is interviewed for selection, we will ask the reservist if they have communicated with their employer about what they are doing and whether they have informed them that they are leaving. Once they are deployed, we are looking at the possibility of using our website for a page on international operations with full descriptions and references to the theatres of operations where reservists are deployed so employers can find out what is going on. Have any of you had the experience of using your websites to communicate with employers?

**R.P.:** This is an excellent opportunity to follow up on one of Group Captain Ross's issues. He was talking about the concern of mixed messages. One of the things we are beginning to see in the United States is that everyone wants to be involved in thanking the employers. There is a Department of Defense directive saying the ESGR will be the primary defence agency to do that. The Chief of the Army and the Chief of the Air Force Reserve and the two sea-going services wanted to start their own programs. The Air Force called its program Your Guardians of Freedom and created the website [www.yourguardiansoffreedom.com](http://www.yourguardiansoffreedom.com). I forget what the Army called its website. Meanwhile the Public Affairs people have come up with their own website and we feel this could cause a problem of mixed messages. We are having difficulty in speaking with one voice.

**L.D.:** I don't know about others, but sometimes we feel like a victim of success, where essentially we sometimes look like a solution looking for a problem. We always get the numbers we need for deployments, but often find out reservists quit their jobs with two to three days notice and didn't want to deal with employers.

**Brigadier Tim Brewer, New Zealand (T.B.):** We have had same problem.

**T.C.:** One really does have to rely on both the reservists' and employers' good will. Both need to be seen as supporting these programs.



**M.M.:** What some of our soldiers are doing is not asking for their service to be protected because they feel if they make waves they won't get selected. They are forgoing their civilian employment to make sure they are selected for deployment. That is a problem we are beginning to see.

**L.D.:** Another issue we are running into is short notice. People, out of interest in the mission, quit their jobs in order to deploy. We have also had problems where the employer agrees to grant leave, but then during pre-deployment training the decision is made not to take the reservist, but the reservist's job has already been filled temporarily.

**M.M.:** We have run into that problem. We have established an agreement with the Armed Services to employ the person in another way. It has happened with courses, where they have been cancelled.

**Group Captain John Ross, United Kingdom (J.R.):** The need to be flexible is very important.

**Brigadier-General Dennis Tabbernor, Canada (D.T.):** When the present Canadian Chief of Defence Staff, Gen Hillier, came back from Afghanistan we had this discussion. It is not a policy yet, but he has said that if the reservist takes the risk to go, we should take the risk of guaranteeing him time in another employment if a course or deployment is cancelled.

**R.P.:** While the *Uniformed Services Employment and Reemployment Rights Act* protects a job, it does not protect a career. We realize that USERRA goes directly to the retention issue. Ultimately, at some time reservists will have to decide between their civilian career and their military career. They will have to say to themselves "If I want to move up in the industry that pays me every day of the year, I have to decide between the military or the civilian career." We really haven't addressed this well. We have to though, because our real interest isn't keeping the person for the first 6-8 years but for a 20- to 25-year career. I don't know if there is any legislative or policy fix for this but it is a real issue we are facing in the United States.

**J.R.:** We have heard of people who have enhanced their civilian career by their military service. We don't have numbers. Maybe this is something the employer support community needs to pick up on and explain more to the employers, so when they are deployed it is seen as a good thing from a business perspective.

"Maybe this is something the employer support community needs to pick up on and explain more to the employers, so when they are deployed it is seen as a good thing from a business perspective."  
 - Group Captain John Ross

**L.D.:** I can give you an example of that very thing. We took employers to see a deployment in Bosnia. One employer was so impressed that he said the reservist would not be going back into his existing role, but would be promoted. The employer said "For God's sake tell your employers what you are doing." This is one thing

we have done in telling reservists to sell themselves to employers. We have developed a military skill translator to explain skills and values they have acquired from military training in civilian terms. We have also done it in terms of ranks so they can better sell themselves to employers. This is a way to help them with civilian career development. Maybe we have a responsibility to help reservists so they have the language to sell themselves.

Another issue is internal communications to sensitize the Regular / full-time Force to needs of reservists. Have any of you run into this?

**J.R.:** Yes we have run into this. The central thing is communications. What we have tried to do is that among our Reserve units, we have people trained in communications, and trained in Reserve matters, so that when the Ministry of National Defence comes up with an issue we are ready. This is another dimension of our activities. Most of our Regulars never have to think of employment of reservists, so we have to have people in key positions when it does happen. We are very fortunate in the United Kingdom that we have the attention of the Chief of the Defence Staff and others. We have been very careful to introduce these people to each other and to big hitters among employers, and I believe we are making huge inroads on this.

**Colonel Josef Heinrichs, Germany (J.H.):** As I said yesterday, we are going about things differently. We have full integration of reservists in active duty units. This is a way to ensure commanders see to the needs of reservists and see they have two employers, the civilian as well as the military, so each commander is involved in this process.

**DISCUSSION SESSION:**  
**Legislation and Compensation**  
**Australia's Experience**  
**by: Marc McGowan**

Ladies and Gentleman. Today I would like to focus on legislation and its role in supporting reservists, their families and their employers. As you may be aware, Australia's legislation in this area underwent a fundamental change over the period 2001 to 2002. The results of that change are still being assessed and small adjustments are likely to be made in some areas. However, in regard to making the reservists more available for training and deployments, those changes have been a resounding success.

I would like to commence by discussing the reasons it was necessary to modernize the legislation and then look at the results of those changes, both good and bad, and finally discuss the probable future plans for Defence legislation.

The Reserves have taken on a much larger role in the provision of Australian Defence Force capability since East Timor and this role will only grow given the current increased level of Australian commitment to overseas operations.

An increasing requirement for Reserve availability for operations or training brings with it a need to balance a civilian career with a part-time military one.

Why did we need to change? The Australian Defence Force has been involved in many operations during the last century. It moves from major conflicts to civil aid operations and it can be seen that more recently Australia has had a significant commitment to peacekeeping and humanitarian and civilian aid activities.

Severe limitations were placed on the government when it came to accessing what amounted to around 40 per cent of the overall Defence capability. The area to the left of the line shows when the government could use the Reserve under the old legislation. Clearly the nature of recent Australian Defence Force Operations and the ability of the government to employ the Reserve did not relate. Hence the need for change.

Reservists could volunteer for deployment on the entire range of operations; however, if they did it was without any form of protection and no guarantees regarding employment on their return.

Until 2001, reservists could be called out only in time of war or defence emergency.

In April 2001, the *Defence Act* was changed to allow the government to call out the whole, or any part of, the Reserves, in any contingency across the whole spectrum of conflict including:

- warlike operations
- peace enforcement and peacekeeping
- humanitarian relief



*Photo by: Holly Loranger, House of Commons Photo  
Photo par Holly Loranger – Photo de la Chambre des communes*

Marc McGowan, Australia, during the tour of the House of Commons, Ottawa.

Marc McGowan, de l'Australie, pendant la visite de la Chambre des communes, à Ottawa.

- civil aid and disaster relief operations

These changes provide new flexibility for the employment of the Reserves within the total Australian Defence Force and ensures that any part of the total force, whether Regular or Reserve, will always be available to government in any contingency.

The government has given an assurance that the call-out powers will not be exercised lightly or frequently. The role of the Defence Reserves has changed from the traditional perception. In 2000 the Australian Defence Force concluded that the only way to sustain Australia's commitment to East Timor was through the use of the Reserves in support of the Regular Force.

Reservists now, particularly with their specialist expertise, are among the first members called upon to provide humanitarian relief in the region. Reserve members have been part of Australian peace missions to East Timor, the Solomon Islands and Bougainville. They have played a part in security for the 2000 Sydney Olympics, the Rugby World Cup and the Commonwealth Heads of Government Meeting. They also make an often-crucial contribution to the community, providing assistance in times of natural disasters, such as floods, droughts and fires, and in emergency rescue operations.

In order to ensure the availability of trained and ready reservists, Federal Parliament introduced the *Defence Reserve Service (Protection) Act* of 2001, which requires employers, partnerships and educational institutions to release reservists for military training and service.

While the Act set out to protect the reservists in their civilian occupations it also provides some benefits for employers. The Act came into force in April 2001

A person who contravenes Section 17 is guilty of an offence. They may also be open to civil action mounted by the employee with the legal and financial support of the Department of Defence. Therefore Defence needs to ensure that we do everything fairly and reasonably to make the release of the employee as easy as possible for the employer. Defence will consider significant issues of hardship where possible.

In recognition of this burden, Defence will pay employers conditional compensation for the release of employees for eligible periods of service. Currently the Employer Support Payment amount is A\$948 per week; this figure is revised in July each year.

The Regulations came into force in December 2001 and define the role and powers of the Office of Reserve Service Protection (ORSP), creating the positions of Director ORSP (DORSP) and Deputy DORSP (DDORSP). The Regulations detail the powers of the ORSP to investigate complaints including the power to compel documents to be produced, to initiate mediation, to refer matters to the police for prosecution and to support members who take civil actions for damages.

The Act and the Regulations can be accessed at [www.scaleplus.law.gov.au](http://www.scaleplus.law.gov.au).

While the previous protection measures applied to all forms of Reserve service if a member is undertaking 'ordinary' Reserve service (generally, training/exercises, short periods of service), they may not be required to use "any form of leave that they are otherwise entitled to" (i.e.; annual leave, long service leave, rostered days off, time off in lieu, etc.). The period of absence should also be treated as time spent in the employment for the purposes of leave accrual and other benefits. Neither of these is the case for continuous full time service.

And there is no requirement to pay a member, continue superannuation contributions or pay workers' compensation premiums on behalf of a member rendering defence service under either arrangement. There are protection measures that cover discrimination against reservists by an employer and other measures that cover employment, partnerships, education and financial liabilities. While protection against discrimination covers all forms of Reserve service, the other protection measures depend on the type of Reserve service being rendered.

Under the Act, discrimination occurs if any of these actions are because an employee (or prospective employee):

- may volunteer to render defence service
- is rendering defence service
- is, or may become, liable to render defence service
- has previously rendered defence service

Employment protection applies during all types of Reserve service. In essence, employment protection is the cornerstone of the (*Protection*) Act. We have found in the past that members wishing to join the Reserve have been reluctant if they believe that, during courses or deployment, they had no employment security upon their return to the civilian workplace.

Employers are obligated to re-employ individual reservists after the cessation of their full-time service. They are required to treat employees as though they were on “leave without pay” during call-out and protected continuous full-time service. Furthermore, employers are not to compel employees to use their annual leave, long service leave or other award based leave entitlements for defence service.

Employment protection, in other words, job reinstatement, is provided for during normal peace time service. What this means is that the reservist is assured, through legislation, that while they are rendering normal peace time service, that is parade nights, weekends and periods of continuous training such as field activities, attendance on course etc.

*The Defence Reserve Service (Protection) Act is very strong and very clear.*

Section 17 states that:

*“An employer must not hinder or prevent a person in the employer’s employment from:  
(a) volunteering to render defence service  
(b) rendering defence service”*

they are assured that their employment is protected and they cannot be dismissed or otherwise disadvantaged as a result of that Reserve service.

The bottom line is that reservists can’t be discriminated against in the workplace because of their Reserve status. Discrimination under the Act is an offence. In reality we know there are ways and means around this type of legislation. However, we have found that in all cases to date, once employers are aware of the legislation they are happy to abide by it. The problems are caused by a lack of knowledge or a lack of understanding.

The Employer Support Payment (ESP) Scheme was introduced to provide some tangible relief for employers who released employees for military service. The employer now has access to a formal avenue of appeal should the compulsory nature of Reserve service cause undue hardship to his or her business.

Civil accreditation provides for the accreditation of military training under the national quality training network.

Membership of the Defence Reserves Support Council was expanded to provide a better representation from employer and community groups. The Council provides direct access to government and Defence on matters of concern.

An employer is required to treat reservists on defence leave only as if they were on “leave without pay” during their absence on military service. Having said that, many employers continue to make superannuation payments or provide paid leave or top-up pay while an employee is undertaking military service.

As a way of demonstrating how the Act has been used, I would like to briefly outline a couple of case studies. We had a teacher who was refused release by the school by which he was employed. During negotiations with the school principal, he expressed concern that the ESP would be of little use to him because the payment went straight to the education department not the school. It was explained that he could not refuse to release the individual, but we also undertook action to ensure that the ESP went to the school. This enabled the school to employ a relief teacher and the problem was solved.

In the second instance, a reservist was dismissed from her civilian employment after returning from a six-week recruit course. After initial discussions, the employer was not willing to re-instate her. Legal action that would have resulted in a criminal conviction was instigated and the employer very quickly changed his mind.

Finally there was a case of the reservist thinking he could use the Act to cause as much disruption as possible. The soldier knew 12 months prior to the deployment that he would be gone for three months over the Christmas period. The employer had actually released another staff member for the deployment. The employer got the staff together

and said that staffing would be critical and asked if any other staff member had any requirements for leave over the holiday period. Our reservist still did not say anything. The employer then made up leave rosters to allow the remaining staff as much time off as possible. It was at this stage that the reservist decided to tell the employer that he was going on defence deployment and the employer could not stop him from going. The employer was rightly upset that despite being given a previous opportunity, the reservist had not made his case known. It was now necessary to reduce the leave of other staff members who had acted in good faith. The employer appealed to the Council for assistance. We met with the Commanding Officer and explained the problem. It was decided that in this case, because the employer had acted in good faith and had in fact already released one member for the deployment, that in this case the offending reservist would be removed from the deployment.

Unprotected Continuous Full-Time Service - this was meant to be service that was not thought necessary enough for Defence to declare it protected. It was intended to cover the case where a reservist volunteered for service due to a personal choice rather than a requirement by Defence. The employer was not required to provide protection in this case. However, due to the current interpretation of the Act, there is no circumstance that an employer can refuse to release a reservist for military service without contravening the Act.

This is happening not through the protection aspects of the Act, but through the interpretation of the discrimination clause, which states that:

*“An employer must not hinder or prevent an individual from undertaking military service of any type.”*

The final problem is that unless service is deemed protected then there is no formal avenue of appeal for employers. Because the Services do not declare service protected to secure the release of an individual from civilian employment they are not doing it.

In a limited number of cases, the reservists have gone out of their way to cause as much disruption as possible to their employer knowing that they are protected by the law.

Most times, if employers appeal and they can show they will suffer, then the mobilization will be deferred or there will be an exemption. If, on the other hand, the independent officer decides that, “No, we can still go ahead with the mobilization. You haven’t made a strong enough case and the military requirements are high enough to justify this.” then the employer has the opportunity to appeal that decision and that then goes to an entirely independent system that is not under military command and control at all. It is then up to the military and the employer to make their case. That situation is in place but it is not being used very much. By and large our system of arbitration has worked quite well.

## United Kingdom’s Experience by: Group Captain John Ross

I think I mentioned this on Tuesday about the legislation we have in place. If anyone is interested, I would suggest you look at our website, which has all of our legislation pertinent to the Reserves.

We have three primary pieces of legislation in place. We’ve got the *Reserve Forces Act of 1996*, which is the principal document that affects virtually everything we do. It’s got a myriad of different areas that it covers, from power to maintain the Reserve Forces, regulations and organization, pay and allowances, pension, enlistment and discharge, training, other duties, call-out, voluntary activities, employee agreements, call-out of special members. There is a whole host of aspects about the Reserves. If you are setting up a scheme to help Reserves, look at we’ve done and take it from there.

Another thing that is important to us within our philosophy of having good relations with employers is that we should compensate them for any expenses. Statutory Initiative 859 deals with compensation. The final thing we have is the *Safeguard Employment Act of 1985*, and perhaps what I’d like to do is talk very briefly about a few aspects of the legislation.



The first thing is employers' ability or inability to appeal against mobilization. We have got that in place. Basically, a letter will be sent to an employer one way or another. When employers receive a letter, if they believe mobilization will do serious harm to their business, they may have the right to appeal for retention of the employee or deferral of that mobilization. That application will be dealt with by an independent officer who is out with the chain of command, but whose job nonetheless is to try to balance the military need with the case that is being presented by the civilian employer.

The other item that I'd like to mention very briefly is the business of discrimination. We've got two protections for our employees. One is that if someone is a reservist and working for an employer, if he tells his employer, then they can't sack them on the grounds of being a reservist. Nor can an employer sack someone on the grounds they have been mobilized. Where we still have the possibility of discrimination is for people seeking work and telling prospective employers that they are reservists. There is no law to protect those individuals from not being given the job because they are reservists. What that means is that these people don't tell their employers when are filling out their job applications. They wait until later on, once they are in the job and, "Oh, by the way, I'm a reservist."

The other issue is that if someone is thinking of joining the Reserve, they don't have to tell the employer until such time as they have been trained. I think that makes some kind of sense. But one of the things that we are concerned about is that while we don't want discrimination against the reservist, we also don't want reservists to act in an underhanded way in relation to their employers. The entire premise of our legislation is that you should be able to be honest with your employer. So we have a bit of a dilemma there. We have been thinking about whether or not we need to introduce anti-discrimination legislation. There is a lot of discussion about this. The big point is, at the end of the day will it make any difference?

## DISCUSSION

**J.E.:** A question to both the United Kingdom and to Australia. Regarding the law protecting the reservist, what happens in times of national emergency where you declare war? Does this then get thrown out the window or does it still stand?

**J.R.:** Anti-discrimination legislation protects regardless of circumstances.

**M.M.:** Existing legislation applies in both situations.

**T.B.:** It is the same in New Zealand. The scope of the emergency or mobilization does not affect legislation. What about high-value reservists like surgeons and anaesthetists who aren't maintained in high numbers by military or civilian?

**T.C.:** The military has won the appeals, but long term it is hard to say what the situation would be.

**T.B.:** We find it helpful to have reservists in the National Health Service and vice versa so we can work together and plan manpower, while we don't take people away for long periods of time. For example we may have three different medics filling the same position over six months.

**M.M.:** We have entered into similar agreements with some of our hospitals.

**J.H.:** We do deployment somewhat differently. With medical professionals, we do rotations. With emergencies like the tsunami last year, it is difficult because in these situations you can't do any planning to fill your slots. Also, the specifications needed to treat people there compare to treating people in base. It is also a problem for pediatricians. We don't have full-time military physicians trained for that. For deployments to Afghanistan and the Balkans, we know we need a surgeon every four months so we can plan. We deploy active duty members and replace them in Germany with reservists.

**J.E.:** (To Major Palmer) Are you deploying with medical reservists?

**R.P.:** Yes. We have relied extensively on this. We are still grappling with how to deploy medical personnel and I

don't know if we have solved that riddle.

**J.E.:** (To Brigadier-General Tabbernor, Senior Land Forces Reserve Advisor) What is the situation for medical?

**(D.T.):** Too bad Colonel Quinn couldn't be here to answer this. We do deploy medical personnel. They have established a special medical list, and give people three months' notice.

**L..D.:** Is there any conflict between emergency services/protected employments and need to deploy people?

**M.M.:** We are running into this and it is coming to a head with the upcoming Commonwealth Games where Reserves are required for security, while also needed in their civilian positions.

**R.P.:** On a related topic, some people can't be reservists or it doesn't work, such as politicians, for example. There is no prohibition about politicians being in the Guard or Reserve, but it doesn't work if there is a deployment. We haven't addressed this. We obviously can't guarantee a politician that he would be re-elected if he does duty.

**Captain Quentin Wyne, Canada (Q.W.):** With domestic operations we have a challenge because we are second responders. We can't turn to first responders- police, fire and ambulance services - and say we need our reservists.

## DISCUSSION SESSION:

### EMPLOYER Awards

#### United Kingdom's Experience

by: Lieutenant Colonel Tim Corry

Before I get into this presentation proper, I am very conscious of some of the other award systems that you have in your countries. In comparison, ours is really a low-profile scheme. We have developed one in keeping with our culture, which isn't one that is "rah-rah." There is clearly a spectrum of awards systems and of what you can do from high profile at one end of scale to low profile at the other. As said, the United Kingdom is at the low end of visibility, although we are tinkering around a bit with it.

"What we are attempting, and this is a long-term process, is to establish a long-term communication with the employer and make him feel he is involved. It is quite a simple thing to do and not expensive. Of course, it requires a good data to make sure it is getting to the right person. Care and attention must be given to this."

-Lieutenant Colonel Tim Corry

It is a matter of semantics, whether you talk about awards or recognition. From our experience, apart from anything else, what employers want to have is recognition. This is what we do in the United Kingdom.

#### Supportive Employer Awards

These are the ongoing, default position for employers who say they support the Reserves. All employers have to do is say "Yes I support the Reserve Force and if there is an employee at my company who is a reservist, I will support him." whatever that means. Clearly there are degrees of what that support may mean in practical terms. It could mean extra time off to do military training either paid or unpaid, time off on weekends, which particularly affects

shift workers. Getting time off for them can be a bit of an issue.

The ideal situation is an employer having agreed to be supportive via a letter or something, the regional SaBRE campaign directors will try to organize an event at which a certificate is presented. Some employers don't want a certificate. They just say, "Take it from us that we are supportive." Some companies specifically don't want the recognition. For example, one of our biggest employers of reservists is British Telecom, didn't want the fact that they are supportive to be widely advertised. And why is that? Well, because within their workforce at the time of Sept. 11, 2001, they were employing people of the persuasion that cheered what happened then as a great thing. Even though this company employs about 400 reservists, because of the multicultural nature of some of their workforce, they don't want it advertised.

The certificate is signed by the Secretary of State for Defence and the Chief of Defence Staff. The certificate is nothing more than a tacit recognition that they have said the employer supports the Reserves. There is no legal attachment to it. In terms of marketing and management-speak, it is a measure of how far we have progressed.

#### Post-Mobilization Certificate

Every time a serviceman completes his mobilized service, with his permission, the Secretary of State will send a personalized letter to the employer thanking him for giving the reservist time off. From a marketing perspective, the more personalized the communication can be, the more effective it tends to be.



What we are attempting, and this is a long-term process, is to establish a long-term communication with the employer and make him feel he is involved. It is quite a simple thing to do and not expensive. Of course, it requires good data to make sure it is getting to the right person. Care and attention must be given to this.

### Annual Public Service Awards

Canada will be holding theirs this Saturday. As said earlier, this for us wouldn't really work. But I think we miss an opportunity. Last year, the *Guardian* newspaper decided they were going to initiate a Public Service award scheme that covered the whole of the public sector, including commerce, industry and government. There were a number of categories that they developed. I was approached by the *Guardian*, which asked if I would be willing to sponsor a category. They created a category called the Emergency Services and Reserves. It cost us in round figures around \$25,000 US. It gave all reservists employed in the public sector an opportunity to nominate employers.

Because it was the first year, we didn't get too many nominations. However, the process involved people submitting their nominations, which were reviewed by a judging panel. I was a judge, for this category and others. We selected a short list of employers nominated by reservists. There were invited to a ceremony in one of the large museums in the centre of London. The *Guardian* organized a huge event attended by the Minister. There were about 400 people there, employers from all around the country. At that ceremony an employer who had gone the extra mile for his reservists won the award in his category.

What we got from the whole process was huge, free publicity. What was best was the free publicity we got, not so much for the SaBRE program, but for employers doing a good thing for reservists. The *Guardian* is a widely read newspaper. The winner had gone over and above what they had to do. The resulting publicity and advertising value was huge. It encourages the chain of command and reservists to start helping themselves. I have sent a letter to all commanding officers encouraging them to promote this award program. This is really as far as we go in our award system. We will be participating again this year.

### Employer Service Levels

SaBRE is looking at giving much greater thought to how we actually service these employers. What we are looking to do is to treat employers as customers. Those customers who are the greatest value to us, should clearly be given the greatest attention, and rightly so. Of course, any employer of a reservist is important and we would never tell an employer he wasn't. However, in terms of activity and resource allocation, it makes sense to allocate a larger part of your resources to the employers who give you the largest return.

Data analysis will tell us which employers are the most valuable to us. There are a number of criteria we look at for this. Arguably, the larger a company is the more likely it is to have more reservists. If a company has more reservists, it is clearly more important to defence than a company that has one employee. What we are looking to do in marketing terms is to prioritize our employer targeting. There are a number of different ways you can do this. You can have level 1, 2, 3 or gold, silver and bronze-level employers.

Based on criteria we select, we will decide in which level these companies sit and how much attention they will get. At the lowest end, bronze level, employers will get regular communications, most likely by direct mail. At the next level up, they will get the communications but maybe also get invited to employer events, or get a personal visit from a regional SaBRE campaign director. At the top level, the employers will get the gold star treatment.

The long-term goal is to have every employer be an active supporter of reservists. By that I mean that they are prepared to stand up in their own business community and say, "I think helping reservists is a great thing."



## Canada's Experience

by: Léo M. Desmarteau

We have something from Canada we would like to add. I will not use our presentation because essentially so much of what I was going to say has already been said. I could just say ditto.

We have recently completely revised our awards and recognition program because there were some technical problems with how we processed awards and so on and so forth.

The first thing we did was adopt a principle. The principle is very simple. The basic courtesy we can have for employers is to say thank you. That is the basic common thing that everyone should do, when someone gives you something, is to say thank you. However, we realized very few reservists were saying thank you to employers for giving them two weeks off to attend a course, or giving them a year to go on an operation. So that is when we decided we have got to adopt the principle and get the message across our Force to say thank you and that you can never say thank you enough.

Based on this, we adopted a program that had essentially three components: the first is an awards program, the second are certificates and the other is letters of recognition.

### Awards Program

The awards program functions essentially on the basis of nominations made by email. It is through our website. Reservists go to our website, fill out the form and send it in. Nominations can be made by reservists, by the chain of command and by civilians. When we get all of the nominations in Ottawa, we send them to each province the list of nominations we have received for that province. Each province will hold an award or recognition ceremony to recognize all employers who have been nominated, or a select group of nominees based on criteria we have provided. Each province holds an awards and recognition ceremony every two years so that one year we have 10 provincial award ceremonies and the next year have the national awards ceremony so it falls in sequence and we always have some awards activity going on.

For the ceremonies in the provinces, we encourage the provincial chairs to hold the ceremonies in relation to a chamber of commerce or board of trade event so that they can then have the military recognizing employers with their peers. There are a whole number of winning situations here that we can generate. Once the provinces have selected the people who will receive an award, they send a short list to Ottawa at the national level. We have a committee come together that takes the 10 short lists and selects the 12 national winners—the most supportive employers in each province, the most supportive employer in Canada, and the employer most supportive to operations.

The committee is chaired by the National Vice-chairman of the Council. Members of the committee are the Honourary Chairs for each region of the country and one Liaison Officer. We have a series of criteria to help us in selecting the most supportive employer. We will be holding our next national awards ceremony this Saturday, June 4. We have about 120 people attending the formal dinner at which we will present the awards.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CLFC's Executive Director, Léo M. Desmarteau, Canada at the conference dinner at the Canada Aviation Museum in Ottawa.

Le directeur exécutif du CLFC, Léo M. Desmarteau au dîner de la Conférence au Musée de l'aviation du Canada, à Ottawa.



## Certificates

This is something we are encouraging people to use as a tool to recognize the employer for one reason or another. We are encouraging units to have recognition ceremonies at one point to bring in a few employers who have been supportive and present them with certificates. We can get the certificates signed at different levels within the military. This is a tool we give to reservists across the country to recognize their employers.

## Letters of Appreciation

We provide letters of appreciation on our website. They are also available at all units through our employer support representatives. The letters are available electronically. The idea is that whenever an individual goes on a course or a training exercise, when the individual gets back they can use these letters and prepare it for signature by their Commanding Officer. It says thanks for letting me attend this course or exercise.

## Publicity

These are the instruments we have in place. The one thing that is very important with all of this is that we do a lot of publicity to promote the awards, and we get a lot of publicity in return by newspaper articles about the awards. We also find that employers will obtain coverage for themselves with their peers via trade magazines. Accordingly, we provide them with photographs and citations that they can use.

Many companies will also announce the award in their internal newsletters, bulletins and magazines. This is a great benefit to us, because a problem we find with large employers is that word does not always get down to the lower levels of the company that it supports reservists. Well all you need is a front page article with a photo of the company president standing with one of the employees of the company in uniform, receiving an award, to inform reservists throughout the company that they work for a supportive employer. We have seen that on many occasions.

## DISCUSSION:

**Lieutenant-Colonel Grant McLean, Canada (G.M.):** (to T.C.) Do you have means to get into organizations and have them spread the word for you?

**T.C.:** We have initiatives through the Chambers of Commerce, but tend to be opportunity targets, if you like. There is no structured way of doing that.

**G.M.:** (to M.M.) What sort of system do you have in Australia?

**M.M.:** We have a very similar system in Australia. We start off with certificates of recognition. When companies sign up support through our website, they are automatically sent a Certificate of Recognition, which includes an information package on the support program. We have a Certificate of Appreciation, which is presented to employers nominated by their reservists, through the website. The next level is our State Employer Support Award. It is available either through nominations by the employer or by word of Council itself. There are ones for small, business, medium-sized business and large business. We used to only have one type but we found small businesses that only had one employee were being overlooked when their relative support was greater. Finally, we have the national employer support awards where each state and territory nominates an employer to be considered for a national award. We normally present three of those awards a year, which are presented at a gala dinner in October by the Chiefs of the Services.

**L.D.:** Have any of you considered giving awards to units who have done excellent employer support work? We are considering doing that but don't know if it has been done elsewhere.

**M.M.:** We considered it as well, but when it came down to it, we realized we would simply be giving them a reward for something they should have been doing anyway, which is to get involved in employer support. In our organization, employer support is initially the responsibility of the chain of command.

**J.E.:** Major Palmer, you have quite an extensive program in the United States do you not?

**R.P.:** I would distinguish between our recognition of employer support and our awards program. Mr. Hollingsworth touched on our employer support program, which are our statements of support, starting out a one-star and continuing up to our highest level. These are certificates that aren't framed. They are mailed and usually presented by a volunteer.

In the awards program we have the "My Boss is a Patriot" award, which is comparable to the award the United Kingdom gives when you thank someone for mobilization. The Patriot Award is very simple. If you as a reservist nominate your employer we send the award. I think the traditional reservist underestimates the importance an employer places on these Patriot awards. My experience is the employer is flattered to have received that. I'm not sure reservists fully understand that this simple gesture means so much to their employer.

We have another award, the Chairman's Award, which states can give out at their discretion for a higher level of support. I really don't have a feel for how many of those we give out. Then we have the Pro Patria award, which is Latin for country. Each State Committee awards one of those a year and it is done at a local state ceremony. In Our National Awards program, much like Canada, we accept nominations through our website. This year is the first year we have restricted nomination to only come from the reservist or the reservist's family. That was a deliberate policy decision made by our leadership. Those awards are reviewed. We received almost 1,500 nominations this year. They are whittled down to about 30 that are reviewed by a national review board to get that number down to 15. We can give out up to 15 National Employer Support "Freedom" awards a year. When we get down to the final 30, we send the nominees through our ombudsman office to see how many complaints we have had against them. Obviously we don't want to give an award to someone who has written a wonderful nomination but whose employer has turned around and had numerous ombudsman complaints. So we balance that list of 30 against our ombudsman list to ensure we do in fact have supportive employers.

The national review board includes the Assistant Secretary of Defense for Reserve Affairs, a representative from the US Chamber of Commerce, a representative from the Society of Human Resource Management, and a representative from the National Federation of Independent Business, and I believe it includes a state chairman or two, and a representative of the Reserve components. They look at the list and whittle it down to 15. At this point the list is forwarded along to the Secretary of Defense to review and approve. When that list comes back we announce the 15 recipients. We hold a large celebratory event in October. In the past, the Deputy Secretary of State for Defense has attended to make the presentations. It is a black tie event. That is sort of our awards scheme.

As I said we distinguish between our awards and our statements of support; they are really two separate functions.



## L'expérience du Canada

par : Léo M. Desmarteau

Nous avons quelque chose du Canada, que nous souhaitons ajouter. Je n'en traiterai pas dans le cadre de notre présentation parce que dans le fond, une grande partie de ce que j'allais dire a déjà été dit. Je ne pourrais que me répéter.

Nous avons récemment procédé à une refonte complète de notre Programme de prix et de reconnaissance parce qu'il y avait des problèmes techniques dans la manière dont nous traitons les prix, etc.

La première chose que nous avons faite, c'est que nous avons adopté un principe. Ce principe est très simple. L'expression fondamentale de courtoisie à l'égard des employeurs consiste à dire merci. C'est le principe de base commun que tout le monde devrait appliquer, soit que lorsqu'une personne nous donne quelque chose, on dit merci. Cependant, nous avons constaté que bien peu de réservistes disent merci à leur employeur qui leur accorde deux semaines pour assister à un cours, ou un an pour participer à une opération. C'est pourquoi nous avons décidé que nous devons adopter le principe et transmettre le message partout dans nos Forces, qu'il faut dire merci et qu'on ne le dit jamais assez.

En partant de là, nous avons adopté un programme qui a, en gros, trois composantes : la première est le programme des prix, la deuxième les certificats et la troisième les lettres de reconnaissance.

### Le programme des prix

Le programme des prix fonctionne en fait sur la base des nominations faites par courriel, par l'entremise de notre site Web. Les réservistes consultent notre site, remplissent un formulaire et l'envoient. Les candidatures peuvent être présentées par les réservistes, leurs supérieurs ou des civils. Lorsque nous avons reçu toutes les candidatures à Ottawa, nous les classons par province et envoyons à chaque province la liste des candidatures reçues pour elle. Chaque province tient alors une cérémonie de remise des prix ou de marque de reconnaissance, pour souligner l'apport de tous les employeurs dont la candidature a été présentée, ou d'un groupe choisi à la lumière de critères que nous avons établis. Chaque province a une cérémonie de prix et de reconnaissance tous les deux ans, de manière à ce qu'une année il y ait 10 cérémonies provinciales et l'année suivante la cérémonie des prix nationaux, en alternance, afin qu'il y ait toujours une activité de remise de prix en cours.

Pour les cérémonies des provinces, nous encourageons les présidents provinciaux à tenir les cérémonies parallèlement à une activité de leur chambre de commerce, de manière à ce que l'armée puisse souligner l'apport des employeurs parmi leurs pairs. Il nous est possible de créer toute une gamme de situations gagnantes. Une fois que les provinces ont choisi les personnes à qui seront décernés les prix, elles envoient une liste des candidats retenus à Ottawa, à l'échelon national. Nous avons un comité qui se réunit et examine les 10 listes, parmi lesquelles il choisit les 12 récipiendaires nationaux – le Prix du meilleur appui dans chaque province, le Prix national du meilleur appui au Canada, et le prix de l'employeur qui appuie le plus les opérations.

Le comité est dirigé par le vice-président national du Conseil. Les membres du comité sont les présidents honoraires de chaque région du pays ainsi qu'un agent de liaison. Nous avons une série de critères pour nous aider à choisir le récipiendaire du Prix national du meilleur appui au Canada. La prochaine cérémonie de remise des prix nationaux doit avoir lieu ce samedi, le 4 juin. Environ 120 personnes assisteront au dîner officiel, au cours duquel nous allons remettre les prix.



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

CLFC's Executive Director, Léo M. Desmarteau, Canada at the conference dinner at the Canada Aviation Museum in Ottawa.

Le directeur exécutif du CLFC, Léo M. Desmarteau au dîner de la Conférence au musée de l'aviation du Canada, à Ottawa.

## Certificats

C'est quelque chose que nous encourageons les gens à utiliser comme outil pour reconnaître l'employeur, pour une raison ou une autre. Nous encourageons les unités à tenir des cérémonies de reconnaissance à un moment donné, pour rassembler quelques employeurs qui ont offert leur appui et leur remettre des certificats. Nous pouvons faire signer ces certificats à divers échelons de l'armée. C'est un outil dont nous munissons les réservistes de tout le pays pour souligner l'apport de leurs employeurs.

## Lettres d'appréciation

Nous proposons des lettres d'appréciation dans notre site Web. Elles sont aussi à la disposition de toutes les unités par le biais de nos représentants de l'appui des employeurs. Les lettres sont accessibles par voie électronique. L'objet de cette démarche est que lorsqu'une personne revient au trail après avoir assisté à un cours ou à un exercice de formation, elle peut extraire l'une de ces lettres et la préparer à recevoir la signature de son commandant. Elle remercie l'employeur de lui avoir permis d'assister à ce cours ou à cet exercice.

## Publicité

Ce sont là les instruments que nous avons prévus. Ce qui est très important, avec tout cela, c'est de faire beaucoup de publicité pour promouvoir les prix, et nous faisons à notre tour l'objet de beaucoup de publicité lorsque les journaux publient des articles sur les prix. Nous constatons que les employeurs font eux aussi l'objet de certains articles que lisent leurs pairs dans les revues spécialisées. C'est pourquoi nous leur remettons des photographies et des citations qu'ils peuvent utiliser.

Bien des entreprises font aussi l'annonce des prix qui leur sont décernés, dans leurs bulletins de nouvelles internes et dans des revues. C'est très avantageux pour nous, puisque l'un des problèmes que nous avons pu constater, avec les gros employeurs, c'est que la nouvelle de l'appui qu'ils offrent aux réservistes n'atteint pas toujours les échelons inférieurs de l'effectif. Alors tout ce qu'il vous faut, c'est un article en première page, avec une photo du président de l'entreprise flanqué de l'un de ses employés revêtu de l'uniforme, qui se fait remettre un prix, pour informer les réservistes de toute l'entreprise qu'ils travaillent pour un employeur qui les appuie. Nous l'avons constaté à maintes reprises.

## DISCUSSION

**Le lieutenant colonel Grant McLean, du Canada (G. M.) :** (à T. C.) Avez-vous des moyens d'entrer dans des organisations et les amener à répandre la nouvelle pour vous?

**T. C. :** Nous avons des initiatives menées par l'entremise des chambres de commerce, mais elles tendent à viser, si on peut dire, des objectifs inopinés. Il n'y a pas de moyen structuré de le faire.

**G. M. :** (à M. M. de l'Australie) Quel genre de système avez-vous en Australie?

**M. M. :** Notre mécanisme est assez semblable, en Australie. Nous commençons avec les certificats de reconnaissance. Lorsqu'une entreprise offre son appui par l'entremise de notre site Web, on lui envoie automatiquement un certificat de reconnaissance, accompagné d'une trousse de renseignements sur le programme d'appui. Nous avons un certificat d'appréciation, qui est remis aux employeurs dont la candidature a été présentée par leurs réservistes par le biais du site Web. Le niveau suivant est celui du prix pour l'appui des employeurs de l'État. Il ne peut être décerné que sur présentation de candidatures par l'employeur ou du Conseil lui-même. Il y en a pour les petites, moyennes et grandes entreprises. Nous n'en avions auparavant qu'un seul type, mais nous avons constaté que les petites entreprises qui n'avaient qu'un employé réserviste étaient négligées, bien que l'appui qu'elles offraient pouvait être supérieur. Enfin, nous avons le prix national d'appui des employeurs, pour lequel chaque État et territoire propose la candidature d'un employeur pour le prix national. Nous décernons normalement trois de ces prix par année, dans le cadre lors d'un dîner de gala en octobre par les chefs des Services.

**L. D. :** Est-ce que l'un de vous a envisagé de remettre des prix aux unités qui ont fait un excellent travail en matière d'appui des employeurs? Nous envisageons de le faire, mais nous ne savons pas si cela se fait ailleurs.

**M. M.** : Nous y avons aussi pensé, mais après mûre réflexion, nous avons réalisé que nous ne ferions que les récompenser pour quelque chose qu'elles auraient fait de toute façon, c'est-à-dire participer à l'obtention de l'appui de l'employeur. Dans notre organisation, l'appui de l'employeur est un élément fondamental des responsabilités de la chaîne de commandement.

**J. E.** : Major Palmer, vous avez un assez vaste programme aux États-Unis, n'est-ce pas?

**R. P.** : Je ferais une distinction entre notre reconnaissance de l'appui de l'employeur et notre programme de récompense. M. Hollingsworth a un peu parlé de notre programme d'appui des employeurs, avec nos déclarations d'appui, qui commence à une étoile et va jusqu'au niveau le plus haut. Ce sont des certificats qui ne sont pas encadrés. Ils sont envoyés par la poste et généralement remis par un volontaire.

Dans le programme de récompense, nous avons le prix « My Boss is a Patriot » (Mon patron est un patriote), qui est comparable au prix que remet le Royaume-Uni pour remercier quelqu'un pour la mobilisation. Le Patriot Award est très simple. Si vous, en tant que réserviste, proposez de le remettre à votre patron, nous envoyons le prix. Je pense que le réserviste traditionnel sous-estime l'importance que donne un employeur à ce prix. Selon mon expérience, l'employeur est flatté de le recevoir. Je ne suis pas sûr que les réservistes comprennent vraiment que ce simple geste signifie beaucoup pour leur employeur.

Nous avons un autre prix, le Chairman's Award, que les États peuvent décerner à leur discrétion pour un soutien de plus haut niveau. Je n'ai vraiment aucune idée du nombre de ces prix que nous décernons. Et puis nous avons le prix Pro Patria, le terme latin qui signifie pays. Chaque comité d'État en décerne un par année à l'occasion d'une cérémonie organisée par l'État.

Dans notre programme national de récompense, à l'instar du Canada, nous acceptons les nominations présentées par le biais de notre site Web. Cette année est la première où nous avons restreint au réserviste ou à sa famille le droit de présenter ces candidatures. C'était une décision stratégique délibérée de nos dirigeants. Ces candidatures sont examinées. Nous en avons reçu près de 1 500 cette année. Ce nombre est réduit à une trentaine de candidatures, qu'examine un comité national, pour encore être réduit à une quinzaine de noms. Nous pouvons remettre jusqu'à 15 prix « Freedom » d'appui des employeurs par année. Quand nous en sommes à une trentaine de candidats, nous consultons notre bureau de l'ombudsman pour savoir combien de plaintes ont été reçues contre eux. Il est évident que nous ne voulons pas décerner de prix à quelqu'un qui fait l'objet d'une merveilleuse lettre de recommandation mais aussi de nombreuses plaintes auprès de l'ombudsman. Alors nous comparons cette liste de 30 candidats à celle de l'ombudsman pour nous assurer que ce sont bien des employeurs qui nous appuient.

Le comité national d'examen est composé, notamment, de l'Assistant Secretary of Defense for Reserve Affairs, d'un représentant de la US Chamber of Commerce d'un représentant de la Society of Human Resource Managers et d'un représentant de la National Federation of Independent Businesses, et je crois qu'il y a aussi un ou deux présidents d'État et un représentant des composantes de la Réserve. Ils examinent la liste et la réduisent à une quinzaine de noms. Ensuite, la liste est transmise au Secretary of Defense, qui la passe en revue et l'approuve. Quand la liste revient, nous annonçons les noms des 15 récipiendaires de prix. Nous avons une grande cérémonie de remise des prix en octobre. Dans le passé, le Deputy Secretary of State for Defense assistait à ces cérémonies. C'est une réception en cravate noire. C'est, en gros, notre scénario de remise de prix.

Comme je l'ai dit, nous faisons une distinction entre nos prix et nos déclarations d'appui, qui sont vraiment deux fonctions différentes.



## Promoting the Value of Reservists through Outreach and Inreach

by: Lieutenant- Colonel Gerry Holden and Major Richard Gower

*Lieutenant-Colonel Holden*

### Introduction

As an introduction, I am the Liaison Officer for South-western Ontario. Sitting beside me is Major Richard Gower, the Public Affairs Officer for the Canadian Forces Liaison Council.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CFLC's Lieutenant-Colonel Gerry Holden, Canada, Liaison Officer for Southwestern Ontario, at the conference dinner.

Le lieutenant-colonel Gerry Holden du CLFC, du Canada, agent de liaison pour le sud-ouest de l'Ontario, au dîner de la Conférence.

This is a really interesting topic. It is pure marketing. If Commanding Officers don't want to play ball, we don't play ball.

### Review of Leadership Declaration

As presented earlier in the Country Program presentation, CFLC leadership met last month at a strategic planning session and reviewed the mandate, mission and vision of the organization as well as the strategy regarding the further development of two CFLC programs, Outreach and Inreach. The Outreach program (marketing the CFLC to an external audience) has been in place and working since the inception of the organization. An increased emphasis will now be placed on Inreach, marketing the organization to an internal audience, the Canadian Forces, with strong emphasis on Reserve Force units and reservists.

### Strategy

The CFLC strategy is to focus on building the relationship between organizational leaders (employers and educators) and reservists.

### A Two-Pronged Approach

The strategy is building the relationship is through the use of a program with a two-pronged approach of delivering CFLC messages. One aspect will be to the external audience of organizational leaders (Outreach) and the other to the internal audience of the Canadian Forces with emphasis on reservists (Inreach).

The CFLC Reserve Force Employer Support Program (RFESP) is a proactive marketing and public relations program with two basic stakeholders: reservists (the "product") and organizational leaders (the "consumer"). The larger military organization as an entity (other than reservists) is also a stakeholder, and could be seen as a wholesaler. These three stakeholders are the target groups for employer support messaging through the Outreach and Inreach programs. You market the benefits reservists bring to the civilian employer. Messages differ. Messages to employers are that reservist skills are beneficial to them. Messages to reservists advise selling their skills to employers.

I will now turn the presentation over to Major Gower who will speak on the subject of Outreach.





Major Gower

**Outreach**

I have been with the CFLC since 1998. We have had an Outreach program for longer than that. As Lieutenant-Colonel Holden mentioned, we had a strategic planning meeting last month. One thing that came out of that was a need to refocus programs, really to tweak them. Greater use will be made of existing resources and contacts to reach them.

The CFLC strategic plan review for Outreach calls for a definition of targets, spelling out of key messages, and development of activities that will better allow us to reach the targets. Over the past several years, CFLC has been working hard on forming linked networks of civilian committees at the national and provincial level. A greater emphasis will be placed on engaging the members of these councils to deliver the key CFLC messages to the external audiences.

Outreach sensitizes employers, educators and the public to the need for employer support. Outreach “markets” the CFLC messages to groups of target audiences. An employer support program should deliver consistent messages to all employer audiences because of the crossover/duplication of reach. There is also a need to reach and influence the significant number of civilian employers who do not currently employ reservists.

**Targets**

From the point of view of an employer support organization, Outreach may be defined as a collective method of conveying key messaging to an external, mainly non-military audience. The target audiences have been defined as:

- Employers of reservists
- Levels of governments
- Educational institutions
- Police organizations
- Human resource professionals
- Chambers of commerce
- Professional and trade organizations

With the exception of our website and the occasional mainstream media interview, the CFLC uses a rifled rather than a shotgun approach to deliver Outreach messages (focused rather than wide-ranging). Certain groups of employers have been selected to receive the employer support messages. The messages are conveyed to them many times, in a variety of ways.

**Messages**

There are three key messages that must be delivered to the Outreach target audiences. Two of them link directly to the Chief of the Defence Staff’s vision for Canada’s military:

- As a G-8 country, Canada will be called upon to play an increasing role in international defence, and reservists are necessary for this role.
- A strong military organization is an important part of maintaining homeland defence, and reservists play an important role in this as well.
- It is in the interests of organizational leaders to hire reservists and provide them with time away from their



Photo by: Holly Loranger, House of Commons Photo  
 Photo par Holly Loranger, Photo de la Chambre des communes

CFLC Public Affairs Officer Major Richard Gower, Canada, during the tour of the House of Commons in Ottawa.

L’agente des affaires publiques du CLFC, le major Richard Gower, du Canada, pendant la visite de la Chambre des communes, à Ottawa.

civilian employment to train and serve, because reservists deliver added value to their organizations in the form of leadership and trade skills that they bring back directly to their civilian jobs from their military training.

### Activities

CFLC Outreach methodology uses a varied number of activities. The CFLC's largest program is the ExecuTrek program. It is an ongoing source of delivering CFLC messages to an external audience. The Outreach program also uses direct mailings to targeted audiences, displays at conferences and trade shows, publication of articles and inserts in business publications, the Internet, the CFLC Awards and Recognitions Program, and Reserve unit events to reach targeted groups of leaders. We also organize speeches and presentations to business audiences, and take advantage of interview opportunities with the mainstream media wherever possible.

The CFLC has been working to reach human resources professionals in companies and organizations across the country since 1997. We have also been working with the Canadian Manufacturers & Exporters since 2000. Colleges and universities have also been identified as a target group, and chambers of commerce are an ongoing Outreach target.

The CFLC has also approached various levels of government – federal, provincial and municipal – and asked them to publicly reiterate their support for the Reserve Force and publicize their own policies for military leave for their employees. A major Outreach program currently under way is the Federal Reserve Force Awareness program whereby all sectors of the public service of Canada are being made aware of the **Reserve Forces Training Leave Regulations**.

In 2003, the Minister of National Defence and the President of the Treasury Board signed a statement reiterating the federal government's commitment to giving time off for military duty to civilian members of the public service of Canada.

The statement also recognized federal employees who also serve as members of Canada's Reserve Force as "contributing twice to the service of Canada." An ongoing Outreach effort is under way to raise awareness throughout the Public Service of Canada at the deputy head level.

### Civilian Volunteers

As mentioned earlier, all civilian members of the CFLC organization are involved in delivering the key CFLC messages.

At the national level, CFLC members who may have a direct line into government may influence government policy and help bring government departments on side. At the provincial level, the provincial chairs will reach employers at the provincial level and at the regional and local levels they will reach the Reserve units and municipal organizational leaders.

I will now turn the presentation back to Lieutenant-Colonel Holden to discuss our Inreach programs.

*Lieutenant-Colonel Holden*

### Inreach

In the same way that the CFLC strategic plan reviewed Outreach, there is a renewed vision for Inreach. It also calls for a definition of Inreach targets, spelling out of key messages, and developing activities that will better allow us to reach the targets within the Canadian Forces. The CFLC liaison officers work directly with the civilian members and committees of the organization to connect the military to Inreach.

A great emphasis will be placed on ensuring that the Commanders of the Canadian Forces Environmental Commands are made aware of the CFLC programs as a tool to help free up reservists to allow them to train and serve on Canadian Forces operations. Liaison officers also work directly with the Reserve Force units in their areas to ensure reservists are provided with the tools to help maintain a successful relationship with their employers.

I am currently working with Area Chief of Staff, Colonel Halfper at Land Forces Central Area (the Army in Ontario) to review what both the chain of command and the CFLC can collectively do to ensure that the Commander has those soldiers available to him, when he needs them, while at the same time ensuring that our reservists are familiar with the programs. We will indeed outline the vast resources available to them in order to maintain continuity of confidence, respect and professionalism among the four partners: the reservist, his/her family, the employer and the CFLC.

### **Inreach Targets**

There are several internal audiences we are trying to target with our Inreach program:

- Employed, self-employed reservists. We need to gain the confidence of the reservists in order to “help them help themselves.”
- Students – 40 per cent of reservists are students – we need to work closely with reservists to coach/mentor them to consider this as equally important as to that of employers.
- Potential reservists – work with recruiting to deliver CFLC messages at the outset. This is a natural, in order to attract the “mature target audience” the potential recruit needs to be reassured that there is a mechanism (CFLC) in place to assist him or her.
- Rank level – Junior reservists need Inreach more than those who have been in for awhile.
- Reservists on courses – Deliver messages through CFLC modules on courses. Currently we have a CFLC module on the basic course at the Canadian Forces Peacekeeping Support Training Centre. Every reservist that goes through the course prior to going on International operations, will be exposed to the messages.
- Specifically target leadership courses or those staff courses, which naturally prepare our reservists to career manage our reservists and prepare their reservists and units for operational missions and tasks.
- Reservists in: pre-deployment, deployment and post-deployment.
- The chain of command: Environmental Commands need to know we can help. This way we can deliver a considered message across our vast land: an effective Inreach program must be “driven down” from the chain of command. This will remove any uncertainty of all levels of command whether it is in their best interest to utilize the program.

Our pending operational taskings demand that we “need to get serious.”

### **Messages**

There are several messages we seek to convey:

- Value of military training in a civilian career. There is a paranoia that exists within some circles of our Forces in that their second career will hinder their advancement. Quite the contrary, we have found that military training will enhance their civilian career.
- Selling military skills to employers.
- How to relate to employers. Liaison Officers - through the Reserve Unit Support Program and allowing or coaching employers in regard to our Internet resources.
- Availability for training and operations as a factor of readiness. Reservists should always look toward the possibility of going on a Canadian Forces operation. The very fact that you are a reservist would naturally suggest that perhaps someday you may deploy. Not unlike a firefighter, you would rightfully expect that you just may be called upon to fight a fire.

### **Activities**

The CFLC engages in numerous activities to convey these messages:

- CFLC messaging through recruiters

**“A great emphasis will be placed on ensuring that the Commanders of the Canadian Forces Environmental Commands are made aware of the CFLC programs as a tool to help free up reservists to allow them to train and serve on CF operations.”**  
- Lieutenant-Colonel Gerry Holden



- CFLC briefings in Reserve Force units. Must be constantly reinforced.
- CFLC modules in courses.
- CFLC tools and materials for relating to employers. All of which are available through the
- CFLC website.
- CFLC Reservist Assistance Program. Should be a preventative program versus a reactive program. The 1-800 number is a wonderful tool-but the reservists must first try and use the chain of command to mediate the issue first.

### **Military Network**

Plans are to further utilize the Canadian Forces network to deliver Inreach messages:

- CFLC liaison officers - through the RUSP program and partnering with our civilians to reinforce the need and the benefits for the reservists in regard to their civilian employer and career enhancement.
- Employer support representatives in Reserve Force units-this is a critical element in the formula.
- Recruiters.
- Chain of command - must be directed down the chain of command.
- Course Instructors - NCOs, at the end of the day, are the ones closest to the reservists, therefore their beliefs and confidence in the program will have a direct effect in regard to how the reservist understands the program.



## LA PROMOTION DE LA VALEUR DES RÉSERVISTES

PAR

## LA SENSIBILISATION ET LA PROMOTION INTERNE

par : le lieutenant colonel Gerry Holden et le major Richard Gower

*lieutenant-colonel Holden*

### Introduction

En guise d'introduction, je me présente. Je suis l'agent de liaison pour le sud-ouest de l'Ontario. À côté de moi se trouve le major Richard Gower, agent des affaires publiques du CLFC.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

CFLC's Lieutenant-Colonel Gerry Holden, Liaison Officer for Southwestern Ontario, at the Conference Dinner.

Le lieutenant-colonel Gerry Holden du CLFC, du Canada, agent de liaison pour le sud-ouest de l'Ontario, au dîner de la Conférence.

C'est vraiment un sujet fascinant. C'est du marketing pur. Si les commandants ne veulent pas se joindre à la partie, il n'y a pas de partie.

### Revue de la déclaration de leadership

Comme on le disait tout à l'heure, dans l'exposé sur les programmes par pays, la direction du CLFC s'est réunie le mois dernier dans le cadre d'une séance de planification stratégique et a passé en revue le mandat, la mission et la vision de l'organisation, de même que la stratégie sur le développement plus poussé des deux programmes - sensibilisation et promotion interne - du CLFC. Le Programme de sensibilisation (marketing du CLFC auprès d'un public externe) existe et est en œuvre depuis la création de l'organisation. Un accent accru sera maintenant mis sur la promotion interne, sur le marketing de l'organisation auprès d'un public interne - les Forces canadiennes - en mettant fortement l'accent sur les unités de la Force de réserve et les réservistes.

### Stratégie

La stratégie du CLFC consiste à mettre l'accent sur la consolidation des rapports entre les dirigeants d'entreprises (employeurs et enseignants) et les réservistes.

### Une approche en deux volets

La stratégie consiste à consolider les rapports au moyen d'un programme en deux volets pour transmettre les messages du CLFC. Il y aura, d'un côté, l'audience externe de dirigeants d'entreprises (sensibilisation) et, de l'autre, l'audience interne des Forces canadiennes en mettant l'accent sur les réservistes (promotion interne).

Le Programme d'appui des employeurs (PAEFR) à la Force de réserve du CLFC est un programme proactif de marketing et de relations publiques avec deux intervenants de base : les réservistes (le « produit ») et les dirigeants d'entreprises (le « consommateur »). L'organisation militaire comme entité (autre que les réservistes) est aussi un intervenant et pourrait être vue comme un grossiste. Les trois intervenants sont les groupes ciblés par les

messages d'appui des employeurs par le biais des programmes de sensibilisation et de promotion interne. Vous faites la publicité des avantages que présentent les réservistes pour l'employeur civil. Les messages varient. Les messages aux employeurs sont que les compétences des réservistes constituent un avantage pour eux. Les messages aux réservistes les incitent à faire valoir leurs compétences auprès de leurs employeurs.

Je vais maintenant laisser la suite de cet exposé au major Gower, qui parlera de la sensibilisation.

major Gower

### La sensibilisation

Je suis attaché au CLFC depuis 1998. Notre Programme de sensibilisation date de plus longtemps. Comme le disait le lieutenant-colonel Holden, nous avons tenu une réunion de planification stratégique le mois dernier. Une chose qui en est ressortie est qu'il nous faut cibler les programmes, rajuster légèrement le tir. Un meilleur emploi sera fait des ressources existantes et des données pour les joindre.

La revue du plan stratégique du CLFC relatif à la sensibilisation exige une définition des cibles, la formulation des messages clés et la préparation d'activités qui nous permettront d'atteindre plus efficacement nos cibles. Depuis quelques années, le CLFC s'efforce de former des réseaux interreliés de comités civils aux niveaux national et provincial. On insistera davantage plus sur l'engagement des membres de ces conseils pour transmettre les messages clés du CLFC aux publics externes.

La sensibilisation fait prendre conscience aux employeurs, aux enseignants et au public de la nécessité de l'appui des employeurs. La sensibilisation fait le « marketing » des messages du CLFC auprès des groupes cibles. Un programme d'appui des employeurs devrait diffuser des messages uniformes à tous les publics d'employeurs en raison du croisement et du chevauchement des messages. Il est aussi nécessaire d'atteindre et d'influencer le nombre important d'employeurs civils qui n'emploient pas actuellement de réservistes.

### Les cibles

Du point de vue d'une organisation d'appui des employeurs, la sensibilisation pourrait être définie comme une méthode collective de diffusion des messages clés à un public externe, principalement non militaire. Les publics cibles ont été définis comme étant :

- les employeurs de réservistes ;
- les niveaux de gouvernements ;
- les établissements d'enseignement ;
- les organismes policiers ;
- les professionnels des ressources humaines ;
- les chambres de commerce ; et
- les organisations professionnelles.

À l'exception de notre site Web et de l'occasionnelle entrevue d'un média grand public, le CLFC applique une approche ciblée plutôt que généralisée. Certains groupes d'employeurs ont été choisis pour recevoir les messages d'appui des employeurs. Les messages leur sont transmis à de nombreuses reprises, sous diverses formes.



Photo by: Holly Loranger, House of Commons Photo  
Photo par Holly Loranger – Photo de la Chambre des communes

CFCLC Public Affairs Officer Major Richard Gower, during the tour of the House of Commons, Ottawa.

L'agente des affaires publiques du CLFC, le major Richard Gower, du Canada, pendant la visite de la Chambre des communes, à Ottawa.

## Les messages

Trois messages de base doivent être livrés aux cibles de la sensibilisation. Deux d'entre eux sont en rapport direct avec la vision du chef d'état-major de la Défense pour les militaires du Canada :

- en tant que pays membre du G-8, le Canada sera appelé à jouer un rôle de plus en plus grand dans la défense internationale, et les réservistes sont nécessaires pour assumer ce rôle;
- une solide organisation militaire est un facteur important du maintien de la défense de la mère patrie, et les réservistes jouent un rôle important sur ce plan aussi;
- Il est de l'intérêt des dirigeants d'entreprises d'embaucher des réservistes et de leur accorder du temps en marge de leurs fonctions civiles pour être formés et servir, parce que les réservistes représentent une valeur ajoutée pour leur organisation au titre du leadership et des habiletés professionnelles acquises dans leur formation militaire, qu'ils mettent directement au service de leurs fonctions civiles.

## Les activités

La méthodologie de sensibilisation du CLFC s'appuie sur diverses activités. Le plus vaste programme du CLFC est appelé ExécuTrek. C'est une source continue de transmission des messages du CLFC à un public externe. Le Programme de sensibilisation recourt aussi aux envois postaux directs à des publics cibles, à des kiosques tenus lors de conférences et de salons professionnels, à la publication d'articles et d'encarts dans les revues d'affaires, à Internet, au Programme de prix et de reconnaissance du CLFC et à des activités dans les unités de la Réserve pour atteindre les groupes cibles de dirigeants. Nous avons aussi organisé des allocutions et des présentations devant des publics d'affaires, et nous avons saisi des occasions d'entrevues avec les médias grand public autant que possible.

Le CLFC s'efforce depuis 1997 d'atteindre les spécialistes des ressources humaines des entreprises et des organisations. Nous travaillons aussi avec Manufacturiers et Exportateurs du Canada depuis 2000. Les collèges et universités ont été reconnus comme groupe cible, et les chambres de commerce sont une cible continue de sensibilisation.

Le CLFC a aussi approché diverses administrations publiques – fédérale, provinciales et municipales – et leur a demandé de réitérer publiquement leur appui à la Force de réserve et de diffuser leurs propres politiques relatives au congé militaire parmi leurs employés. Un vaste programme de sensibilisation est en cours actuellement, la Campagne fédérale de sensibilisation sur la Force de réserve, qui fait que tous les secteurs de la fonction publique du Canada sont sensibilisés à la **politique de congé de formation militaire pour la Force de réserve.**

En 2003, le ministre de la Défense nationale et le président du Conseil du Trésor ont signé une déclaration réexprimant l'engagement du gouvernement fédéral à accorder aux membres de la fonction publique du Canada des congés pour s'acquitter de leurs obligations militaires.

La déclaration saluait en outre les employés fédéraux qui sont aussi membres de la Force de réserve canadienne pour « leur double contribution au service du Canada ». Un effort continu de sensibilisation est en cours dans toute la fonction publique du Canada au niveau du sous-ministre.

**« Un effort énorme sera déployé pour nous assurer que les commandants des commandements d'armée des Forces canadiennes sont au courant des programmes du CLFC comme outil pour aider à libérer les réservistes afin qu'ils puissent suivre leur formation et servir dans les opérations des Forces canadiennes. »**

- lieutenant-colonel Gerry Holden

## Les volontaires civils

Comme on l'a dit plus tôt, tous les membres civils de l'organisation du CLFC participent à la diffusion des messages clés du CLFC.

Au niveau national, les membres du CLFC qui peuvent avoir une voie d'accès direct au gouvernement peuvent influencer les politiques publiques et contribuer à obtenir l'appui des ministères. À l'échelon provincial, les présidents

provinciaux s'adressent aux employeurs au niveau provincial et, aux échelons régional et local, ils communiquent avec les unités de la Réserve et avec les dirigeants d'organismes municipaux.

Je laisse maintenant la parole au lieutenant-colonel Holden, qui parlera du programme de promotion interne.

*lieutenant-colonel Holden*

### **La promotion interne**

De la même manière que le plan stratégique du CLFC procédait à une refonte des activités de sensibilisation, nous avons une vision renouvelée de la promotion interne. Elle exige aussi une définition nouvelle des cibles de la promotion interne, la formulation des messages clés et la préparation d'activités qui nous permettront mieux d'atteindre nos buts au sein des Forces canadiennes. Les agents de liaison du CLFC travaillent directement avec les membres et comités civils de l'organisation pour faire un lien entre l'armée et la promotion interne.

Un effort énoré sera déployé pour nous assurer que les commandants de commandements d'armée des Forces canadiennes connaissent l'existence des programmes du CLFC comme outil pour aider à libérer les réservistes afin de leur permettre de recevoir la formation nécessaire au service dans les opérations des Forces canadiennes. Les agents de liaison travaillent aussi directement avec les unités de la Force de réserve de leur région pour s'assurer que les réservistes disposent des outils pouvant les aider à entretenir des rapports fructueux avec leurs employeurs.

Je travaille actuellement avec le chef d'état-major adjoint, le colonel Halfper des Forces terrestres de la région centrale, pour voir ce qu'ensemble, la chaîne de commandement et le CLFC peuvent faire pour s'assurer que les soldats sont à la disposition du commandant quand il en a besoin, tout en faisant en sorte que nos réservistes connaissent les programmes. Nous décrivons, en fait, les vastes ressources qui sont à leur disposition de manière à assurer la continuité de la confiance, du respect et du professionnalisme qui règnent entre les quatre partenaires, soit le réserviste, sa famille, l'employeur et le CLFC.

### **Les cibles de la promotion interne**

Le programme de promotion interne vise plusieurs cibles à l'interne :

- Les réservistes employés et travailleurs autonomes. Nous avons besoin de gagner la confiance des réservistes pour pouvoir les « aider à s'aider ».
- Les étudiants – 40 p. 100 des réservistes sont des étudiants. Nous devons travailler en étroite collaboration avec les réservistes pour les encadrer et les inciter à considérer que ce rôle est tout aussi important que celui des employeurs.
- Les réservistes potentiels. Nous devons travailler avec les recruteurs pour diffuser les messages du CLFC dès le tout début. C'est naturel: pour attirer le « public cible mûr », la recrue potentielle a besoin d'être rassurée qu'il existe un mécanisme (le CLFC) pour l'aider.
- Les grades inférieurs. Les réservistes caporaux et soldats ont besoin de promotion interne plus que ceux qui sont engagés depuis déjà quelque temps.
- Les réservistes en cours. Il faut diffuser les messages par les modules de cours du CLFC. Actuellement, nous avons un module du CLFC du cours de base au Centre de formation des Forces canadiennes pour le soutien de la paix. Tout réserviste qui suit le cours avant de participer à des opérations à l'étranger recevra ces messages.
- Les cours spécifiquement axés sur le leadership ou les cours d'état-major qui préparent naturellement les commandants à gérer la carrière de nos réservistes et à préparer leurs réservistes et leurs unités pour des missions et fonctions opérationnelles.
- Les réservistes en pré-déploiement, déploiement et en post-déploiement.
- La chaîne de commandement. Les commandements d'armée doivent savoir que nous pouvons les aider. Ainsi, nous pouvons diffuser un message uniforme dans notre vaste pays, un élément essentiel d'un programme efficace de promotion interne qui doit passer du haut en bas de la chaîne de commandement. Ceci éliminera toute incertitude de tous les niveaux de commandement quant au fait qu'il est de leur intérêt de s'appuyer sur



le programme.

- Les attributions de notre PS exigent que nous « prenions les choses au sérieux ».

### Les messages

Nous essayons de transmettre plusieurs messages :

- La valeur de la formation militaire pour une carrière civile. Il règne une certaine paranoïa au sein de certains cercles de nos Forces, voulant qu'une deuxième carrière fasse obstacle à l'avancement. Tout au contraire, nous avons constaté que la formation militaire profite à la carrière civile.
- Il faut vendre les compétences militaires aux employeurs
- Comment établir un rapport avec les employeurs. Agents de liaison – Par le biais du Programme d'appui des unités de la Réserve (PAUR) et en leur permettant de les encadrer en ce qui concerne nos ressources Internet.
- La disponibilité de la formation et des opérations comme facteur de disponibilité opérationnelle. Les réservistes devraient toujours envisager la possibilité de participer à une opération des Forces canadiennes. Le fait même de votre situation de réserviste laisse naturellement penser qu'un jour vous pourriez être déployé. Un peu comme le pompier qui peut à juste titre s'attendre à être appelé à lutter contre un incendie.

### Les activités

Le CLFC participe à de nombreuses activités pour transmettre des messages :

- la diffusion des messages du CLFC par le biais des recruteurs ;
- les séances d'information du CLFC dans les unités de la Force de réserve, un renforcement toujours nécessaire ;
- les modules du CLFC dans les cours ;
- les outils et le matériel du CLFC pour établir des rapports avec les employeurs, tous peuvent être obtenus par le biais du site Web du CLFC ;
- le Programme d'aide aux réservistes du CLFC. Il devrait s'agir d'un programme préventif plutôt que réactif. Le numéro 1 800 est un merveilleux outil, mais les réservistes doivent d'abord passer par la chaîne de commandement pour tenter de régler un problème.

### Le réseau militaire

Il est prévu d'exploiter encore mieux le réseau des Forces canadiennes pour diffuser les messages de promotion interne :

- les agents de liaison du CLFC par le biais du PAUR et de partenariats avec nos membres civils pour confirmer la nécessité et les avantages des réservistes pour leur employeur civil et l'avancement professionnel;
- les représentants de l'appui des employeurs dans les unités de la Force de réserve - c'est un élément essentiel de la formule ;
- les recruteurs ;
- la chaîne de commandement - les messages doivent être diffusés par la chaîne de commandement ;
- les animateurs de cours – les sous-officiers, au bout du compte, sont ceux qui sont les plus proches des réservistes; par conséquent, leurs convictions et leur confiance dans le programme auront une incidence directe sur la manière dont les réservistes comprennent le programme.



## EDUCATION OUTREACH INITIATIVE BRIEF AND DISCUSSION

by: Lieutenant(Navy) Ian Livermore

CFLC Outreach Officer

### Introduction

Good morning ladies and gentlemen. I'm Lieutenant(N) Ian Livermore, an Outreach Officer at the CFLC. I will be providing you with a briefing on the CFLC's Education Outreach Initiative, of which I am the project manager.

This morning's briefing will cover the following points. I will begin by providing you with vital statistics pertinent to the Education Outreach Initiative. I will dovetail from this into an explanation of why the CFLC decided to pursue the initiative. I will then identify the initiative's mission statement. Next, I will provide an overview of the first phase of the project – the research phase – which is just winding up. I will then provide an overview of our plans for the second phase – the Outreach phase – by describing our proposed strategy.

Upon completion of my presentation, I will open the floor for questions and group discussion.

### Vital Statistics

Here are some statistics to help put the Education Outreach Initiative into perspective.

Statistics tabulated by the office of the Director Reserves on April 30 indicate there are 29,248 primary reservists in the Canadian Forces.

Based on research conducted by the Directorate of Human Resources Research and Evaluation in 2002, it is estimated that 45 per cent of these reservists have full-time civilian jobs, while 40 per cent are students. These numbers are consistent with historic averages.

As of April 20, 6,329 reservists, or 21 per cent of the Reserve Force, were on extended military contracts including 208 serving on foreign missions with the United Nations and NATO. The percentage of reservists on extended contracts has been steadily on the rise since the mid 1990s.

### Background

When the CFLC was established, its mandate was to encourage support for the Reserve Force among the employers of reservists who hold down full-time civilian jobs. Educators of student-reservists were generally ignored. This was due in part to the assumption that with two to four months off each summer, the 40 per cent of reservists who were students were in little need of assistance obtaining required training leave.

Accordingly, if and when Post Secondary Educational Institutions (or PSEIs for short) and secondary education school boards were contacted, it was in an effort to secure time off for teachers and support staff who were reservists. Interestingly, teaching is the most common civilian occupation of Canadian Forces reservists, accounting for 5 per



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

CFLC Outreach Officer, Lieutenant(N) Ian Livermore at the National Employer Support Awards Dinner.

L'agent du CLFC chargé de la sensibilisation, le lieutenant de vaisseau Ian Livermore du Canada, au diner de la cérémonie de remise du prix national du meilleure appui au Canada..

cent of all reservists with jobs. Teaching is a particularly common occupation among senior reservists. This is likely due to the fact that with two to four months off each summer, they have had the time to take the military training required to progress in their careers.

In 1996 the decision was made “In Principle” to expand the CFLC mandate to include securing time off for students, and begin approaching PSEIs and school boards as the “educators of reservists,” in addition to being their employers. The reasons for making this decision were essentially two-fold.

First, while student-reservists generally experience few difficulties being available to undergo training and operational deployments during the summer months, they can encounter problems getting time off to participate in winter training exercises, particularly where these conflict with scheduled exams and assignments.

More worrisome, however, was the fact the operational tempo of the Canadian Forces had begun to pick up coincidental with the downsizing of the Regular Force. This made deployment of Army and Communications reservists overseas increasingly more necessary to backfill positions on UN and NATO missions. At the same time, the Naval Reserve took on its new operational role of manning 12 Maritime Coastal Defence Vessels on full-time patrols.

Demographically, the bulk of the reservists required to fill these positions in terms of rank, trade qualification and physical fitness, were and continue to be, students in their civilian lives. However, if these personnel take extended periods of time off their studies, they may suffer significant consequences to their academic status.

For example, they may lose credit for courses they have already taken or have to reapply for admission to the educational institution they were studying at. They may also forfeit registration fees or be forced to begin early repayment of student loans.

CFLC Outreach to educational institutions was seen as a way to mitigate these negative consequences to student-reservists taking time off, and thereby increasing their availability for training and operations. While the need for educational institution outreach was identified in 1996, funding limitations and other circumstances prevented the development of a dedicated campaign for almost a decade. Accordingly it was not until February 2004 that the campaign began in earnest.

### Education Outreach Initiative Mission Statement

The official mission of the Educational Outreach Initiative is “to increase the level of support for the Reserve Force among educational institutions, whereby mutually beneficial policies, practices and perspectives are developed to enable reservists to fulfil their military training and operational commitments without it negatively affecting their academic or work status.”

You will note that the mission statement refers to general support for the Reserve Force. This is deliberate. Although the CFLC’s interest in educational institutions is primarily to develop support for student-reservists, based on their percentage representation within the institutions, we will also be advocating support for teaching and support staff who are reservists.

### Research Phase

As with any project of this scope, it is necessary to conduct background research before developing an action plan. Research for the Educational Outreach Initiative falls into three categories: archival, survey and follow-up focus group research. Focus groups will be conducted on an ad-hoc basis as required. Once the research is conducted, all data will be analyzed to develop key messages and best avenues of approach.

“CFLC Outreach to educational institutions was seen as a way to mitigate these negative consequences to student-reservists taking time off, and thereby increasing their availability for training and operations.”

- Lieutenant(N) Ian Livermore



## Archival Research

There were five elements to our archival research. These were reviewing existing research results relating to the Reserve Force and education; assessing existing school support for the Reserve Force; identifying key contact in the institutions; determining the educational Outreach practices of foreign military Reserve Forces and reviewing other Canadian Forces Education Outreach programs.

Existing Canadian Forces research on student-reservists dealt exclusively with awareness of a tuition reimbursement program. The most recent material on this dated from 2002. Several pertinent statistics were gleaned from that.

Specifically, most student-reservists attend post-secondary institutions - 50 per cent are in university - while another 30 per cent attend some other form of post-secondary institution. Only 20 per cent of student-reservists are in high school, most of them untrained privates and ordinary seamen.

Based on this information, the CFLC has decided to make PSEIs the primary focus of its Outreach efforts, addressing school boards only after a significant number of PSEIs have signed on. That said, when opportunities arise to engage school boards, we will do so. For example, due to CFLC efforts in Alberta, the organization has addressed high school educators in Calgary and Edmonton, as well as the provincial association representing all school boards. Also, the CFLC has made a presentation to directors of education in the province of Ontario, through the Provincial Committee.

The second aspect of our archival research has been to assess the existing level of formal support for the Reserve Force within educational institutions, as defined by their having signed CFLC statements of support or having a specifically defined military leave policy. This research involved a search of the CFLC's own records and on-line research of educational institutions human resources policies. This research was conducted to determine the size of our target audience.

This research revealed that relatively few educational institutions have any formal system of supporting reservists. Of the 353 PSEIs within a reasonable commuting radius of Reserve units, only 44 have signed CFLC statements of support for the Reserve Force. Of these, only 12 have formal military leave policies in place.

Among the 317 school boards, only 49 have signed statements of support, and only 4 have leave policies. With the exception of two school boards in Alberta, all of these statements and leave policies are explicitly designed to support staff, not students.

In order to be successful with our Outreach campaign to educational institutions, it is essential we establish contact with the officials best able to deliver support. To help establish these contact and ascertain the issues and messages needed to turn the contacts in our favour, the CFLC consulted with two old friends who hold prominent positions within the education sector. These are Joe Lund, a retired Reserve lieutenant-colonel and former CFLC Liaison Officer, and Michael Bator, a member of the Ontario CFLC committee. Lieutenant-Colonel Lund is the president of DeVry Institute Canada, a leading technical college, while Mr. Bator is the Director of Education for the Dufferin-Peel Regional Catholic School District in Ontario.

Based on information provided by them regarding the best administrative positions to target, Internet research of all PSEI websites was conducted to collect contact information, including mailing addresses, phone numbers and email addresses. This information has been placed into Excel spreadsheets that will be distributed to Outreach teams in the field later in the project. Similar contact lists for school boards will be developed in the near future.

The fourth aspect of our archival research was to ascertain what other sectors of the Canadian Forces were doing to establish better relationships with educational institutions. We wanted to do this to prevent unnecessary duplication and find opportunities for cooperation.

Two other organizations within the Canadian Forces were determined to have established Outreach activities targeting post-secondary institutions.



The Army Reserve, through its Land Forces Reserve Restructure (LFRR) project established a “Connecting with Universities” program in 2003. The primary goal of this program is to foster recruitment of reservists on university and college campuses. This differs from the CFLC’s Education Outreach Initiative’s overarching goal, which is retention of student-reservists at all levels. However, while the principal goals are different the two programs complement each other, and share a common secondary goal of fostering general good relations between the Canadian Forces and PSEIs. Accordingly, in April of this year, it was decided to establish a formal link between the two programs to conduct joint outreach to PSEIs. Captain Scott Ship, the LFRR’s point man on the issue, and myself are currently developing a plan to do this. More will be said about this later.

One other program needs to be mentioned. This is the Education Reimbursement Program - Primary Reserve. Under this program members of the Primary Reserve can request reimbursement of up to 50 per cent of tuition and other mandatory costs for courses leading to a university or college degree or diploma to a maximum of C\$2,000 per year, provided eligibility requirements are met and costs are incurred in accordance with their approved Individual Learning Plan. Reimbursement is available only while serving.

This program exists to benefit reservists who are students, and has turned into a valuable recruiting tool. While the education reimbursement is a benefit program for reservists, it holds indirect benefits for PSEIs in that it enables reservists to enroll in their programs. Accordingly information about the program is considered to be an essential part of the Outreach sales message that “Reserve Force service creates better students.”

The Health Services Reserve has also established contact with PSEIs with medical programs in an effort to draw ready trained or partially trained recruits. The information I have available regarding this is limited. During a break in the conference Tuesday, I spoke to Col Quinn, the senior advisor of the Health Services Reserve, about the program. She has provided me with the name of the person spearheading this campaign. I will be contacting her for details on what has been done to date. In my conversation with Col. Quinn, she said the Health Services Reserve would want to be represented on Outreach teams that speak to PSEIs that offer medical programs. I told her we would be glad to accommodate them.

The final aspect of our archival research was to review the Outreach programs of employer support programs elsewhere in the world. Our reason for doing this was simple: why create a program from scratch if you can find a perfectly functional model to adopt. The only information I was able to find came from the United States and Australia. I discovered the US operates an extensive Outreach program through Service members Opportunity Colleges (SOC). We will be able to adapt some of their program materials to our own purposes, particularly in developing memoranda of understanding with PSEIs.

Through communications I established with Mr. McGowan, the Executive Director of Australia’s Defence Reserves Support Council, I learned they are at approximately the same stage as the CFLC in developing an Outreach program for the education sector. My understanding from those communications is that the DRSC planned to have a final report prepared by May 2006. I spoke with Mr. McGowan at lunch on Tuesday and he has informed me the committee has come back with some recommendations. I would ask Mr. McGowan to elaborate on Australia’s progress when we get to the group discussion.

In terms of other foreign programs, I am now aware, thanks to discussions earlier this week, that New Zealand has a similarly-sized student component in its Reserves and is contemplating a financial assistance program for them. I look forward to hearing more from them on this during our discussion.

**Survey Research**

In addition to archival research, the CFLC conducted a volunteer survey of student-reservists on the CFLC’s website. The survey provided student-reservists with a list of potential circumstances for conflict between their

school program and Reserve service and asked them to indicate if they applied to them. The survey also provided a list of potential means to mitigate conflicts and asked student-reservists if they had ever used them. Each question had a comments section where they could type in explanatory notes. The survey also contained a section to state

other concerns relating to the military-schooling situation not covered by the survey. Finally, there was a separate section where respondents could give their name and contact information if they were willing to be contacted for follow-up research, such as focus groups, or provide other assistance with the project.

The survey was launched on October 1, 2004, and concluded April 30, 2005. Participation was voluntary. The fact that the survey was conducted on-line and was voluntary makes it unique in the Canadian Forces.

It also created a need for an extensive publicity campaign to inform student-reservists about its existence and encourage their participation. This awareness campaign included a CANFORGEN message from the Chief of Defence Staff, articles in a dozen military newspapers and newsletters, mass emails to every Reserve unit in the country, and briefings to each unit by CFLC provincial liaison officers. Reminder notices were sent to units at the midpoint and near the end of the survey's run. As well, supplementary articles were published in four Canadian Forces news publications.

Prior to the survey going on-line it was pilot tested in hard-copy format with 40 reservists from three Reserve units in Alberta: one Army, one Navy and one Communications. Following the pilot test, the wording to one question was clarified and the survey was uploaded. The main survey received 755 verified responses, representing an estimated 6.51 per cent of all student-reservists. Of these respondents, 287 indicated they would be willing to participate in subsequent information collection activities relating to the Education Outreach Initiative.

The data is now being analyzed. The final report of findings and recommendations is scheduled to be published in late July. Some preliminary findings you may find interesting are as follows:

- Fifty-nine per cent of respondents indicated they had experienced some kind of difficulty obtaining their school's support to participate in military training. Meanwhile, 52 per cent of respondents reported they had achieved some level of success developing support.
- The most significant problems they encountered was obtaining an instructor's agreement to defer school assignments to enable them to participate freely in military training and exercises during the school year.
- Respondents reported that the best way to build instructor support for granting deferments and other concessions was to keep instructors generally and regularly informed about their Reserve Force activities.

In the "additional comments" section of the survey, two concerns dominated. One is dissatisfaction/confusion regarding recent changes to the education reimbursement program. The other is dissatisfaction with the lack of flexibility by Reserve units and the intolerance of military supervisors for student-reservist academic program requirements.

### Outreach Strategy

Upon completion of the research phase, the CFLC will be fleshing out its Outreach strategy based on the Education Outreach Initiative Master Plan created at the onset of the project. The master plan calls for the development of a generalized, plug-and-play memorandum of understanding (MOU) that we will market to educational institutions. This MOU will be modelled on an existing document that the LFRR program and Land Force Atlantic Area developed for Mount Allison University in New Brunswick. It will also take into consideration the principles and criteria of the Servicemembers Opportunity Colleges in the United States.

In addition to the generalized MOU, the CFLC will develop other Outreach public affairs materials including a statement of support for student-reservists that is modelled upon the CFLC's Statement of Employer Support. A draft copy of the statement form has been included in your information packages.

Once the MOU and other Outreach public affairs materials are developed, the CFLC and LFRR will establish and train teams of Outreach volunteers in each province to commence contacting PSEIs. It is anticipated that we will begin contacting institutions this fall.

We are hoping to launch the Outreach campaign with a splash, with a signing ceremony involving all PSEIs in the province of Prince Edward Island. Thereafter PSEIs will be contacted in prioritized waves, focusing first on institutions deemed most likely to support us. The second wave will address those institutions with significant enrolment of

reservists.

In conjunction with its direct Outreach campaign to institutions, the CFLC will be conducting an extensive media relations campaign targeting education trade magazines and professional journals.

In addition to its Outreach activities, the CFLC will conduct Inreach activities within Reserve units. At present, few student-reservists are aware of the CFLC presence in their units in the persons of the employer support representatives. The Inreach campaign will help student-reservists help themselves by providing them with techniques for personally securing their teachers' and school administrators' support for military leave requirements they may have.

### For More Information

This concludes my presentation ladies and gentlemen. If you require any information about the project at a future date, please contact me toll-free at the phone number provided at the front of this publication. The CFLC website also has regular project updates.

I will now open the floor to questions and discussion.

### DISCUSSION SESSION

**D.T.:** As a point of clarification about the C\$2000 reimbursement toward university tuition, it's to a maximum of C\$8000 - it's not an unlimited fund.

**T.B.:** It appears that Canadian educators differ from their New Zealand counterparts. Most schools and universities treat you like the horseman of the apocalypse and chase you out! Your educators are a more liberal breed.

**Lieutenant (N) Ian Livermore, Canada (I.L.):** The attitude depends on the institution, some are more liberal.

**T.B.:** We have a package to attract reserve officers. It's actually a contract with students, which will pay them up to C\$8000 a year. Contractually, it's two for one return service; for each year the reservist gets this sum of money, we write it off over two years of efficient Reserve service. If the student doesn't want to serve, they can pay the money back. Right now the program applies only to Reserve officer candidates, but it's very popular, and we're looking to expand to other members. The program could offer real benefits to the full-time Forces recruiting. It has become increasingly difficult to say to a kid out of high school: "Sign on dotted line for 20 years." They've approved the project in principle. If it's popular, we'll then do the work to determine how it could apply to the full-time military.

**R.P.:** Where does the money come from?

**T.B.:** It comes from the Defence budget, specifically from the Army budget.

**L.D.:** Would that be Reserve dollars, or does it come from the Army operations budget?

**T.B.:** We don't have a Reserve budget; it comes out of the Army budget. Each Force internally has an idea of what it's going to cost to run the single service Reserves, but there's no pot of money that's been appropriated by Parliament to run the Reserves.

**L.D.:** (to M.M.) Marc, what about your country's education initiative?

**M.M.:** We had a long history of university regiments affiliated with universities. Over time they caused their own demise because they became very specialized to one educational field. For example, one regiment became known as the group of 60 lawyers, and that's all there was in the regiment. So, when we looked at restructuring of the Reserves, it was decided that university regiments would be disbanded. We also had a scheme some time ago called the Ready Reserve scheme. It was aimed at providing a very high number of deployable reserves. There was an education rebate included, and it was very successful at attracting a large number of tertiary reserves. That again was abolished as an election promise. When that party got it, it was explained to them that it was in fact a very good scheme, but it was abandoned nonetheless. A couple of public services have since brought back the scheme



under different names. The Air Force in particular has been very successful with getting that one under the government's guard. Currently for only the Regular Force, not the Reserves, there are areas of post-graduate and undergraduate study available, particularly in the medical and dental fields. Once a student completes the first year of study, Defence will pick up the total cost of the degree for a return-of-service obligation, normally one year beyond what that degree will take. We will pay officer cadet wage while they are studying. It has been expanded in recent years to cover any degree, but there has not been much take-up, mostly because students are afraid of the return of service.

Another form of study program particular to the Reserve, is an apprenticeship scheme. The Defence Force is in dire need of mechanics, carpenters, and various others. We are now working with national training organizations on a scheme that sees young men and women enlisted in the Reserve. They serve part of their apprenticeship under civilian tutelage and part with the Reserve. The national training organization receives the Employer Support Payment of A\$948 a week, and that goes to the training organization. Therefore the training organizations are making money out of scheme. It is now being expanded to other states, and being looked at by the Air Force and Navy.

We currently have about 38 per cent of Reserves working in the public service, about 42 per cent have civilian jobs, and the remaining 20 per cent are broken up between students and the unemployed. We have very few reservists in high school. There has never been, and I believe never will be, an attempt to approach education departments to obtain leave for students in their last year of high school.

The education system we have in Australia is what we call a hex or pie education contribution scheme. It leads a student to actually undertake a course of study. At the end, once they are employed, they pay back cost of study with a slight increase in income tax.

What this means is that students pay no money up front, and will finish their degree with a debt between A\$25,000 to A\$50,000 on graduation.

We approach the whole education aspect differently. We have legislation that offers education protection. Under this legislation, the reservist must be returned to their course of study at point the at which they left. If there is a requirement to re-sit exams, that is taken into account and covered by the legislation.

Regarding the work that the Defence Reserves Support Council has done, we had very good input. A member of the vice-chancellor committee sits on our council, our National Chair, Leneen Forde, is a chancellor of one of our major universities, with links to the tertiary system of universities.

One of the best ways to get the attention of student-reservists is to wave money at them, and under the hex scheme, there is the perfect opportunity there for us to do that.

At our last meeting, we decided to approach education in two ways. We look at the education sector not only as a source for recruiting reservists, but also as an employer of reservists.

For recruitment, the initial recommendations of the sub-committee to the Council, we want to look at some sort of sliding scale of reimbursements for the hex debt. For example 5 per cent on first year, up to 15 per cent for the second year, and so on, to end of the degrees. Once they have agreed to a six-year period of return of service, that would count as total repayment, with no hex debt whatsoever.

**J.H.:** You mentioned that 40 per cent of reservists are students. If a degree takes about 5 years, and a career 20 to 30 years, can I assume that you are losing many reservists when they finish university?

**J.L.:** Yes, our research indicates a high attrition rate after university.

**J.H.:** Do these students come back? In Germany, there is a different view on education. After 5 to 10 yrs of education, when you ask them to remain in the Reserve, they say, "You have to understand, I still have to settle in my civilian job." Once they have settled, they come back and serve from about 35 to 50 years of age. Our Reserve has few people around the age of 30; that is the age when they settle in civilian jobs. Do Canada's schools experience something similar?





**I.L.:** There are no statistics available. However, in general if students upon graduation have enough military training to progress in their Reserve career, they stay. If they still require significant military training, the demands of getting into the workforce means their availability to the Reserve declines. How many return? We don't have the statistics.

**J.H.:** If you are only concentrating on students, then you only concentrate on young people, beginners. In the Reserve you have a career with growing experience, on higher level of responsibility. You need to have enough time. This is the same as what I spoke about earlier, what we experience in Germany.

**L.D.:** There is no doubt that this is an excellent idea from a recruiting perspective. We do have evidence in Canada that we lose a lot of reservists when they graduate, because they are afraid that this will affect their civilian career. There is a lot that can be done through the Employer Support Program to help, to let them know that military service will enhance their civilian career. If we are successful in reaching employers, we can emphasize the positive aspects of training, and what reservists bring to their companies. Conversely, when talking to reservists, we can demonstrate to them that being in the Reserves will help them get a better job. I remember making a presentation a few years ago to a Naval Reserve unit. I didn't know how to approach this group, mainly students who are non-commissioned members. Instead of talking about employer support, I talked about getting their first jobs, and I had their attention from the word go. I said if you are going to be looking for a job, it's a big challenge. Tell the potential employer about the value of military training. If you stay in the Reserves, keep up with training and skills. When you do apply for a job, if "reservist" is on your resume, you will score points ahead of others. You'll get a better job, with a higher starting salary. In reaching students and employers, pointing these things out is a way to bring them back.

**Q.W.:** On the topic of Canada's Supplementary Ready Reserve, in my own experience, I left the Reserve and concentrated on my civilian career. On attempting to return to the military, the military wouldn't take my civilian skill sets into account. I'm surprised to hear that the military points out to civilian employers the skills acquired during Reserve service, but won't accept the same in reverse.

**L.D.:** I'm on thin ice here, speaking with very limited information. I believe that there have been some attempts at recognizing the equivalency of military skills and training into the civilian side, and vice versa. I think that its a very complex environment because of unions and trade standards, very often on a provincial basis. It is extremely difficult to arrive at a formal recognition of equivalencies. It is certainly an issue. I think an attempt is being made on the military side to recognize some skills so they can be put to use in various operations.

**D.T.:** While I can't speak for Colonel Quinn, the medical side is very much that way. The standard of qualifications on each side is the same. On the other side, it's very difficult to take someone from a civilian job and equate that to what they'd be doing as a master corporal in the infantry. I'd like to go back to why we concentrate on students. The vast majority of student-reservists are in the Army Reserve. The Navy and the Air Force basically "steal" from the other services. Most people in the Air Force Reserve are former Regular Force members, or else they were trained by other environments. Our Navy conducts all training as "front-end load" - so if you want to join the Naval Reserve, you do your course with Regular Force counterparts. There are only 3,500 in the Naval Reserve.

On the other side, Air Force courses are very long. Only students, or someone with a supportive career/family, could easily take these courses to join the Reserves. It's very difficult without job protection legislation. We ask officers for three summers, four months each year. Basically, that's a year in training. Suppose a lawyer wants to be an infantry officer. It is basically impossible, as that person would remain a second lieutenant for seven years. Our attrition rate is about 16-17 per cent a year. Over the time frame, those who stay in (generally five years) a lot of our NCOs and officers stay in the reserves, which makes a big difference. Clearly job protection legislation makes the business of training reservists much easier.

**M.M.:** As part of the education process for the Council, we invited reservists to address a Council meeting about what they liked as reservists. All eight were either divorced or separated from their families. There were two other areas where we have to look closer: One we call "ready-mission"; the carriage of civilian skills into the military (and the recognition of those skills), then the accreditation of military skills to civilian world. The first one was easy—it only cost CA\$4.5 million. We tapped into the system of training organizations; Defence is now accredited as a training organization, and can now accredit student's military training under the civilian system. Now about 80

per cent of courses are accredited in the civilian system. When a reservist can return to his or her workplace with civilian accreditation, employers are very happy.

On the other side, regarding recognition of prior learning, Defence is its own worst enemy. One of the reservists who addressed the Council was second in command of an emergency response team with the fire department. He had unlimited civilian accreditation in chemical and biological response, but because Defence would not recognize those qualifications, he could only be a firefighter in the Air Force. This brought home to Council the need to look more closely at the issue. Why can't a person who drives a bulldozer in civilian work do the same in the military? Recognition of prior learning is on our agenda to bring to the government's attention.

**G.M.:** I'd like to pick up and expand on Captain Wyne's point, with reference to the Supplementary Reserve. I'm also the G9 (one of the branch heads) at Land Force Western Area. We're in the process of trying to recruit a number of people from the Supplementary Reserve, and the only thing I have to say is it's an exercise in frustration. These people are very desirable, because they have prior military service, qualifications and experience that we need to have in Canada. We seem to go out of our way in the system to make it difficult for people to get back in. It's unfortunate, because members of the Supplementary Reserve are a potentially very strong asset. Some of them have been waiting over a year to get back in, to have their equivalencies (educational) assessed. For some reason, the system cannot handle that. In Canada, that is something we should be looking at, to make the system more efficient than it is now.

**T.B.:** This is a problem we have looked at in transferring from the Active Reserve into the Standby Reserve. What used to happen is you'd have to discharge from the Active Reserve, and enlist in the Standby Reserve, which put all those obstacles in your path. What we've now done is instigate a transfer system. All it means is one sheet of paper, which is signed, and it is now that easy to transfer both ways between Standby and Active. It certainly has solved some of the problems you are currently having.

**Ms. Leneen Forde, Australia (L.F.):** (to Colonel Heinrichs) I'd like to know how you get people to come back into the military system after 10 years.

**J.H.:** The main reason we have heard from reservists is this: when they finish their education and are beginning in a civilian job, they have to concentrate on that civilian job, to get settled. It may differ, but in our experience it takes between 5 to 10 years, then they are more free to engage in other areas. Some people choose charities, some work as volunteer firefighters, and many will re-engage as reservists. They are coming back around the age of 30 to 40. There might be shortfalls in their elementary military qualifications, but on the other hand they possess so much more experience in civilian fields that we can make use of. We do not have the Reserve Force beside the Active Force. We integrate Reserves into our active units, bringing their individual experience as a lawyer, teacher, pressman, etc. into the unit where they serve. In our experience, this is useful for our military. Because we accept that these people need some time to get settled in a civilian occupation, we are happy when they come back five years later.



## EXPOSÉ ET DISCUSSION SUR L'INITIATIVE DE SENSIBILISATION DU MONDE DE L'ÉDUCATION

Par : lieutenant de vaisseau Ian Livermore,  
agent du CLFC chargé de la sensibilisation

### Introduction

Bonjour mesdames et messieurs. Je suis le lieutenant de vaisseau Ian Livermore, agent chargé de la sensibilisation au CLFC. Je vais vous parler de l'Initiative de sensibilisation du monde de l'éducation du CLFC, dont je suis gestionnaire de projet.

L'exposé de ce matin portera sur les éléments suivants. Je commencerai par vous donner les principales statistiques pertinentes à l'Initiative de sensibilisation du monde de l'éducation. Je poursuivrai avec un exposé des raisons pour lesquelles le CLFC a décidé de réaliser l'initiative. Ensuite, je décrirai l'énoncé de mission de l'initiative. Je vous donnerai aussi un aperçu de la première phase du projet – la phase de recherche – qui tire à sa fin. Enfin, je ferai un survol de nos plans pour la deuxième phase – la phase de sensibilisation – en décrivant la stratégie que nous proposons.

À la fin de ma présentation, je laisserai place aux questions et à une discussion de groupe.

### Statistiques importantes

Voici quelques statistiques qui vous aideront à mettre en perspective l'Initiative de sensibilisation du monde de l'éducation.

Les statistiques recueillies par le bureau du directeur – Réserves le 30 avril indiquent qu'il y a 29 248 membres de la Première réserve des Forces canadiennes.

D'après des recherches effectuées par la Direction de la recherche et de l'évaluation des ressources humaines en 2002, on estime que 45 p. 100 de ces réservistes ont un emploi à temps plein au civil, et 40 p. 100 sont des étudiants. Ces chiffres correspondent aux moyennes historiques.

Au 20 avril, 6 329 réservistes, ou 21 p. 100 de la Force de réserve, avaient un contrat militaire prolongé, dont 208 servaient dans des missions à l'étranger avec les Nations Unies et l'OTAN. Le pourcentage de réservistes ayant des contrats prolongés affiche une hausse constante depuis le milieu des années 1990.

### Contexte

Le CLFC a été créé et investi du mandat de stimuler l'appui de la Force de réserve parmi les employeurs de réservistes titulaires d'emplois à temps plein au civil. Les enseignants des étudiants-réservistes étaient généralement ignorés. C'était attribuable, en partie, au postulat selon lequel puisqu'ils disposaient de deux à quatre mois de



Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)

CFCLC Outreach Officer, Lt(N) Ian Livermore at the National Employer Support Awards Dinner.

L'agent chargé de la sensibilisation du CLFC, le ltv Ian Livermore, au dîner de la cérémonie de remise du prix national du meilleur appui au Canada.

congés chaque été, les étudiants avaient peu besoin d'aide pour obtenir les congés de formation nécessaires. Par conséquent, si et quand on communiquait avec les établissements d'enseignement postsecondaire (ÉEPS) et commissions scolaires d'écoles secondaires, c'était en vue d'obtenir des congés pour les enseignants et les employés de soutien qui étaient réservistes. Fait intéressant, l'enseignement est l'emploi civil le plus courant chez les réservistes des Forces canadiennes, comptant pour 5 p. 100 de tous les réservistes titulaires d'un emploi. L'enseignement est une profession particulièrement courante parmi les réservistes plus âgés. C'est probablement attribuable au fait qu'avec deux à quatre mois de congé par été, ils ont le temps de suivre la formation militaire nécessaire pour assurer leur avancement professionnel.

En 1996, la décision a été prise « en principe » d'élargir le mandat du CLFC pour qu'il cherche aussi à obtenir des congés pour les étudiants et comment à approcher les ÉEPS et les commissions scolaires, en leur qualité d'« éducateurs des réservistes » en plus d'être leurs employeurs. Le motif de cette décision était double.

Tout d'abord, bien que les étudiants-réservistes éprouvent généralement peu de difficulté à être disponibles pour suivre la formation et participer aux déploiements opérationnels en été, il peut être plus difficile pour eux d'obtenir des congés pour participer à des exercices de formation en hiver, particulièrement quand ceux-ci sont en conflit avec les examens et les travaux prévus au calendrier scolaire.

Le plus inquiétant, toutefois, était le fait que le rythme opérationnel des Forces canadienne s'était accéléré en même temps que la Force régulière avait été réduite. Ceci rendait le déploiement des réservistes de l'Armée et des communications à l'étranger d'autant plus nécessaire pour combler les postes dans les missions des Nations Unies et de l'OTAN. En même temps, la Réserve navale assumait son nouveau rôle opérationnel de doter en personnel les 12 navires de défense côtière en patrouille à temps plein.

Au plan démographique, le gros des réservistes nécessaires pour remplir ces postes, aux titres du grade, des compétences professionnelles et de la forme physique, était et reste des étudiants qui ont une vie au civil. Cependant, si ces gens devaient prendre de longs congés dans leurs études, cela pourrait avoir de grandes conséquences sur leur situation académique.

Par exemple, ils peuvent perdre des unités de crédit pour des cours déjà suivis, ou devoir redemander l'admission à l'établissement d'enseignement où ils étudiaient. Ils peuvent aussi devoir renoncer à des frais d'inscription ou être forcés d'amorcer le remboursement de leurs prêts étudiants de façon précoce.

La sensibilisation des établissements d'enseignement par le CLFC était perçue comme un moyen d'atténuer ces conséquences négatives pour les étudiants-réservistes qui prenaient congé, augmentant ainsi leur disponibilité pour la formation et les opérations. Bien que le besoin de sensibilisation des établissements d'enseignement ait été reconnu en 1996, les restrictions financières et d'autres circonstances ont fait obstacle pendant près d'une décennie à l'élaboration d'une campagne qui y soit consacrée. Ainsi, ce n'est qu'en février 2004 que la campagne a réellement été lancée.

### **Énoncé de mission de l'Initiative de sensibilisation du monde de l'éducation**

La mission officielle de l'Initiative de sensibilisation du monde de l'éducation était « d'accroître le niveau de soutien pour la Force de réserve auprès des commissions scolaires et des établissements d'enseignement postsecondaire pour augmenter l'appui à la Force de réserve parmi les établissements d'enseignement, au moyen de politiques, pratiques et perspectives mutuellement avantageuses conçues pour permettre aux réservistes de suivre la formation militaire et de s'acquitter de leurs engagements opérationnels sans que cela aie des répercussions négatives sur leur situation académique ou professionnelle ».

Vous remarquerez que l'énoncé de mission fait mention d'un appui général de la Force de réserve. C'est délibéré. Bien que l'intérêt du CLFC pour les établissements d'enseignement vise surtout à obtenir un soutien pour les étudiants-réservistes, d'après le pourcentage de leur représentation dans les établissements, nous ferons aussi la promotion de l'appui des enseignants et employés de soutien qui sont réservistes.

« La sensibilisation des établissements d'enseignement par le CLFC était perçue comme un moyen d'atténuer ces conséquences négatives pour les étudiants-réservistes qui prenaient congé, augmentant ainsi leur disponibilité pour la formation et les opérations. »

- lieutenant de vaisseau  
Ian Livermore

## La phase de recherche

Comme dans tout projet de cette envergure, il faut effectuer des recherches de fond avant de dresser un plan d'action. La recherche pour l'Initiative de sensibilisation du monde de l'éducation se fait dans trois catégories : archives, sondage et groupe de discussion de suivi. Les groupes de discussion se réuniront au besoin. Une fois les recherches effectuées, toutes les données seront analysées en vue de formuler des messages clés et de cerner les meilleures voies d'approche.

## La recherche des archives

Notre recherche des archives avait cinq volets. Il fallait passer en revue les recherches existantes portant sur la Force de réserve et l'enseignement, évaluer l'appui que reçoit actuellement la Force de réserve des établissements d'enseignement, recenser les personnes-ressources essentielles dans ces établissements, cerner toutes les initiatives de sensibilisation du monde de l'éducation des forces de réserve militaires étrangères et examiner d'autres programmes des Forces canadiennes sur la sensibilisation du monde de l'éducation.

La recherche existante des Forces canadiennes sur les étudiants-réservistes s'intéressait exclusivement à la sensibilisation à un programme provisoire de remboursement des frais de scolarité. Le document le plus récent sur le sujet datait de 2002. Plusieurs statistiques pertinentes en ont été extraites.

Plus précisément, la plupart des étudiants-réservistes fréquentent des établissements d'enseignement postsecondaire ; 50 p. 100 sont à l'université et 30 p. 100 de plus fréquentent un autre type d'établissement postsecondaire. Seulement 20 p. 100 des étudiants-réservistes sont à l'école secondaire, et la plupart sont des soldats et des matelots sans formation.

À la lumière de ces renseignements, le CLFC a décidé de faire des ÉEPS la principale cible de ses efforts de sensibilisation, et de n'aborder les commissions scolaires qu'après avoir obtenu l'adhésion d'un grand nombre d'ÉEPS. Cela étant dit, lorsque des occasions se présentent de faire participer les commissions scolaires, nous les saisissons. Par exemple, grâce aux efforts qu'a déployés le CLFC en Alberta, l'organisation a parlé avec des enseignants du secondaire de Calgary et d'Edmonton, ainsi qu'avec l'association provinciale qui représente toutes les commissions scolaires. Aussi, le CLFC a fait une présentation devant les directeurs de l'enseignement de l'Ontario, par l'entremise du Comité provincial.

Le deuxième volet de notre recherche des archives a consisté à évaluer le degré existant de soutien formel de la Force de réserve au sein des établissements d'enseignement, tel que défini par la signature de déclarations d'appui du CLFC ou la formulation d'une « politique de congé militaire » définie. Cette recherche exige un examen des dossiers du CLFC même et une recherche en ligne des politiques de ressources humaines des établissements d'enseignement. Cette recherche a été faite pour déterminer l'envergure de notre public cible.

La recherche a révélé que relativement peu d'établissements d'enseignement ont un système formel d'appui des réservistes. Sur les 353 ÉEPS situés à une distance raisonnable (au plan du transport) des unités de la Réserve, 44 seulement ont signé des déclarations d'appui de la Force de réserve. De ceux-là, 12 seulement ont mis en place des politiques formelles relativement au congé militaire.

Sur les 317 commissions scolaires, seulement 49 ont signé des déclarations d'appui, et quatre seulement ont une politique de congé. À l'exception de deux commissions scolaires de l'Alberta, toutes ces déclarations et politiques de congé visent spécifiquement le personnel de soutien, et non les étudiants.

Pour assurer le succès de notre campagne de sensibilisation des établissements d'enseignement, il est essentiel d'établir le contact avec les cadres les mieux en mesure d'offrir un soutien. Pour aider à établir ces rapports et formuler les questions et messages pouvant nous assurer le soutien de ces personnes, le CLFC a consulté deux vieux amis haut placés dans le milieu de l'éducation. Ce sont Joe Lund, un lieutenant-colonel à la retraite de la Réserve et ancien agent de liaison du CLFC, et Michael Bator, un membre du CLFC de l'Ontario. Le lieutenant-colonel Lund est le président de DeVry Institute of Technology, un collège technique chef de file, alors que M. Bator est le directeur de l'éducation du Dufferin-Peel Regional Catholic School District de l'Ontario.



Un autre programme est digne de mention. C'est le programme Remboursement des frais de scolarité – Première réserve. En vertu de ce programme, les membres de la Première réserve peuvent demander le remboursement d'un maximum de 50 p. 100 de leurs frais de scolarité et autres frais obligatoires pour les cours menant à un diplôme collégial ou universitaire, jusqu'à concurrence de 2 000 \$CAN par année, sous réserve des exigences d'admissibilité et que les frais soient engagés conformément à leur plan d'apprentissage individuel. Le remboursement n'est possible que pour les personnes en service.

Ce programme existe à l'intention des réservistes qui sont étudiants, et s'est révélé un précieux outil de recrutement. Bien que le remboursement des frais scolaires soit un programme d'avantages sociaux pour les réservistes, il présente des avantages indirects pour les ÉEPS puisqu'il permet aux réservistes de s'inscrire à leurs programmes. Par conséquent, l'information au sujet du programme est considérée comme un élément essentiel du message de vente de l'initiative voulant que le « service dans la Force de réserve crée de meilleurs étudiants ».

Le dernier volet de notre recherche des archives visait à examiner les programmes de sensibilisation aux programmes d'appui des employeurs ailleurs dans le monde. Notre raison de le faire était simple : pourquoi créer un programme en partant de zéro quand on peut trouver un modèle parfaitement fonctionnel à adopter? Tout ce que j'ai pu apprendre vient des États-Unis et de l'Australie. J'ai découvert que les États-Unis ont un vaste programme de sensibilisation exploité par le biais des Servicemembers Opportunity Colleges. Nous allons pouvoir adapter certains éléments de leur programme à nos fins, particulièrement en formulant des protocoles d'entente avec les ÉEPS.

D'après les renseignements obtenus d'eux au sujet des postes administratifs qu'il vaut mieux cibler, une recherche dans Internet de tous les sites Web d'ÉEPS a été effectuée pour recueillir des coordonnées de personnes-ressources, y compris les adresses postales, numéros de téléphone et adresses électroniques. Ces données ont été versées dans des tableurs Excel qui seront distribués aux équipes de sensibilisation sur le terrain à un stade ultérieur du projet. Des listes semblables de personnes-ressources des commissions scolaires seront constituées très bientôt.

Le quatrième volet de notre recherche des archives visait à évaluer ce que font d'autres secteurs des Forces canadiennes pour entretenir de meilleurs rapports avec les établissements d'enseignement. Nous voulions le faire pour prévenir un double-emploi inutile et trouver des occasions de collaboration.

Deux autres organisations des Forces canadiennes étaient déterminées à avoir des activités de sensibilisation ciblant les établissements postsecondaires.

La Réserve de l'Armée de terre, par le biais de son projet de restructuration de la Réserve de la Force terrestre (RRFT), a créé un programme de liaison avec les universités en 2003. L'objectif primaire de ce programme est de favoriser le recrutement de réservistes dans les cités universitaires et collégiales. C'est différent de l'objectif général de l'Initiative de sensibilisation du monde de l'éducation du CLFC, qui est la rétention des étudiants-réservistes à tous les niveaux. Cependant, bien que l'objectif principal soit différent, les deux programmes sont complémentaires et ils ont un objectif secondaire commun, celui de favoriser de bonnes relations en général entre les Forces canadiennes et les ÉEPS. C'est pourquoi, en avril cette année, il a été décidé d'établir un lien formel entre les deux programmes pour faire conjointement de la sensibilisation des ÉEPS. Le capitaine Scott Ship, homme de pointe de la RRFT pour cette question, et moi-même sommes en train de dresser un plan en ce sens. Nous en parlerons plus longuement plus tard.

La Réserve des services de santé a aussi établi le contact avec des ÉEPS ayant des programmes en médecine dans le but d'attirer des recrues formées ou partiellement formées. Les renseignements dont je dispose à ce sujet sont limités. Pendant une pause de la Conférence, mardi, je me suis entretenu avec le colonel Quinn, le conseiller principal de la Réserve des services de santé, au sujet du programme. Elle m'a donné le nom de la personne qui est le fer de lance de cette campagne. Je compte communiquer avec elle pour obtenir des détails sur ce qui a été fait jusqu'ici. Lors de mon entretien avec le col. Quinn, elle m'a dit que la Réserve des services de santé voudrait être représentée au sein de l'équipe de la sensibilisation qui communique avec les ÉEPS qui offre des programmes de médecine. Je lui ai répondu que nous l'accueillerons avec plaisir.



Grâce aux rapports établis avec M. McGowan, directeur exécutif du Defense Reserves Support Council (DRSC) de l'Australie, j'ai appris qu'ils en sont à peu près au même stade que le CLFC dans la création du programme de sensibilisation du secteur de l'éducation. D'après ce que je comprends de nos échanges, le DRSC comptait avoir un rapport final d'ici à mai 2006. J'ai discuté avec M. McGowan pendant le déjeuner, mardi, et il m'a appris que le comité a formulé quelques recommandations. Je demanderai à M. McGowan d'expliquer les progrès de l'Australie au cours de la discussion de groupe.

En ce qui a trait aux autres programmes étrangers, je sais maintenant, grâce à des discussions tenues au début de la semaine, que la Nouvelle-Zélande a une composante de même envergure d'étudiants dans sa Force de réserve et envisage un programme d'aide financière à leur intention. Je suis impatient d'entendre ce que les délégués de ce pays auront à dire sur le sujet pendant notre discussion.

### La recherche de sondage

Outre la recherche des archives, le CLFC a versé dans son site Web un sondage volontaire s'adressant aux étudiants-réservistes. Dans ce sondage, une liste de situations potentielles de conflit entre leur programme d'études et le service dans la Réserve était proposée aux étudiants-réservistes, et on leur demandait d'indiquer si ces situations s'appliquaient à eux. Le sondage contenait aussi une liste de moyens potentiels d'atténuer les conflits et demandait aux étudiants-réservistes s'ils y avaient déjà eu recours. Chaque question était suivie d'une section réservée aux commentaires, où les répondants pouvaient introduire des explications. Le sondage comportait aussi une section où ils pouvaient exposer d'autres préoccupations relatives à leur situation d'étudiants-militaires que ne prévoyait pas le sondage. Enfin, il y avait une section distincte où les répondants pouvaient donner leurs nom et coordonnées s'ils voulaient bien qu'on communique avec eux dans le cadre de recherches plus poussées, comme les groupes de discussion, ou s'ils voulaient contribuer au projet.

Le sondage a été lancé le 1<sup>er</sup> octobre 2004 et s'est poursuivi jusqu'au 30 avril 2005. La participation était volontaire. Le fait que le sondage se soit fait en ligne et que la participation était volontaire fait sa singularité dans les Forces canadiennes.

Cela a aussi créé la nécessité d'une vaste campagne publicitaire pour informer les étudiants-réservistes de son existence et encourager leur participation. Cette campagne de sensibilisation comprenait un message CANFORGEN du Chef d'état-major de la Défense, des articles dans une douzaine de revues et bulletins de nouvelles militaires, des envois en vrac de courriel à toutes les unités de la Réserve du pays, et des séances d'information à chaque unité, animées par les agents de liaison provinciaux du CLFC. Des avis de rappel ont été envoyés aux unités à mi-parcours et vers la fin de la période de sondage. De plus, des articles complémentaires ont été publiés dans quatre publications d'information des Forces canadiennes.

Avant d'être versé dans le Web, le sondage a été mis à l'essai sur support papier auprès de 40 réservistes de trois unités de la Réserve de l'Alberta, soit l'une de l'Armée de terre, l'une de la Marine et l'une des Communications. À la suite de cet essai, le libellé d'une question a été clarifié et le sondage a été téléchargé. Le principal sondage a obtenu 755 réponses vérifiées, représentant environ 6,51 p. 100 de l'ensemble des étudiants-réservistes. Sur ces répondants, 287 ont affirmé être disposés à participer à des activités subséquentes de cueillette de renseignements relatifs à l'Initiative de sensibilisation du monde de l'éducation.

Les données recueillies sont en voie d'analyse. Le rapport définitif des conclusions et recommandations devrait être publié vers la fin de juillet. Je peux vous faire part de certaines conclusions préliminaires :

- Cinquante-neuf pour cent des répondants ont affirmé avoir eu de la difficulté à obtenir l'appui de leur école pour participer à la formation militaire. En même temps, 52 p. 100 des répondants ont dit avoir réussi à obtenir un certain degré d'appui.
- Les problèmes les plus importants rencontrés étaient d'obtenir l'accord de l'enseignant pour reporter les travaux scolaires afin de pouvoir participer librement à la formation et aux exercices militaires pendant l'année scolaire.
- Les répondants ont déclaré que le meilleur moyen d'obtenir l'appui des enseignants pour le report des travaux, ainsi que d'autres concessions, était de les informer régulièrement de leurs activités dans la Force de réserve.

Dans la section du sondage sur les commentaires additionnels, deux commentaires dominaient. L'un est une expression de mécontentement ou de confusion relativement aux récents changements au programme de remboursement des frais de scolarité. L'autre exprime du mécontentement devant le manque de flexibilité des unités de la Réserve et l'intolérance des supérieurs militaires à l'égard des exigences du programme d'études des étudiants-réservistes.

### La stratégie de sensibilisation

Quand il aura achevé la phase de recherche, le CLFC étoffera sa stratégie de sensibilisation d'après le plan directeur de l'Initiative de sensibilisation du monde de l'éducation créé au début du projet. Le plan directeur prévoit l'élaboration d'un protocole d'entente généralisé, prêt pour l'utilisation, dont nous ferons le marketing auprès des établissements d'enseignement. Ce protocole d'entente se fondera sur un document existant que projet de RRFT et de le Secteur de l'Atlantique de la Force terrestre ont conçu pour l'université Mount Allison du Nouveau-Brunswick. Il tiendra compte aussi des principes et des critères des Servicemembers Opportunity Colleges des États-Unis.

Outre le protocole d'entente général, le CLFC concevra d'autres documents de sensibilisation aux affaires publiques, dont une déclaration d'appui officielle pour les étudiants-réservistes, qui s'inspirera de la déclaration d'appui de l'employeur qu'a conçue le CLFC. Vous trouverez dans vos trousseaux d'information une ébauche de la déclaration.

Une fois que le protocole d'entente et d'autres documents de sensibilisation aux affaires publiques auront été conçus, le CLFC et les responsables de la RRFT créeront et formeront des équipes de volontaires de la sensibilisation dans chaque province pour commencer à communiquer avec les ÉEPS. Il est prévu de commencer à communiquer avec eux à l'automne.

Nous espérons lancer la campagne de sensibilisation en grand avec une cérémonie de signature à laquelle participeront tous les établissements d'enseignement postsecondaire de l'Île-du-Prince-Édouard. Par la suite, on communiquera avec les ÉEPS par vagues de priorité, en nous concentrant d'abord sur les établissements jugés les plus susceptibles de nous accorder leur appui. La deuxième vague visera les établissements où s'inscrivent de grands nombres de réservistes.

En conjonction avec sa campagne de sensibilisation directe des établissements, le CLFC mènera une vaste campagne de relations avec les médias ciblant les revues professionnelles et spécialisées du monde de l'éducation.

Outre ses activités de sensibilisation, le CLFC tiendra des activités de promotion interne auprès des unités de la Réserve. Actuellement, peu d'étudiants-réservistes sont conscients de la présence du CLFC au sein de leurs unités, en la personne de représentants de l'appui des employeurs. La campagne de promotion interne aidera les étudiants-réservistes à s'aider en leur proposant des techniques pour s'assurer personnellement le soutien de leurs enseignants et des administrateurs de l'école relativement à leurs besoins éventuels de congé pour fonctions militaires.

### Pour obtenir de plus amples renseignements

Ceci met fin à ma présentation, mesdames et messieurs. Si vous avez besoin plus tard de plus amples renseignements sur le projet, n'hésitez pas à communiquer avec moi sans frais au numéro indiqué. Le site Web du CLFC est aussi régulièrement mis à jour.

Je laisse maintenant le micro pour les questions et la discussion.

### DISCUSSION

**D. T.** : À titre de précision au sujet du remboursement des frais de scolarité jusqu'à concurrence de 2 000 \$CAN, c'est pour un maximum de 8 000 \$CAN – ce n'est pas un fonds illimité.

**T. B.** : Il semble que les enseignants canadiens sont différents de leurs homologues de la Nouvelle-Zélande. La plupart des écoles et universités vous traitent comme l'annonciateur de l'apocalypse et vous chassent! Vos enseignants sont d'une race plus libérale.





**Lieutenant (N) Ian Livermore, Canada (I. L.) :** L'attitude dépend de l'établissement; certains sont plus libéraux.

**T. B. :** Nous avons un ensemble de mesures pour séduire les officiers de la réserve. C'est en fait un contrat avec les étudiants, en vertu duquel ils peuvent être payés jusqu'à 8 000 \$CAN par année. Au plan du contrat, c'est un service de deux pour un; pour chaque année où le réserviste reçoit cette somme, celle-ci est éliminée pour deux ans de service efficace dans la Réserve. Si l'étudiant ne veut pas servir, il peut rembourser l'argent. Actuellement, le programme ne s'applique qu'aux candidats officiers de la Réserve, mais il est très populaire et nous envisageons de l'élargir aux autres membres. Le programme pourrait présenter de grands avantages pour le recrutement des Forces à temps plein. Il est devenu de plus en plus difficile de dire à un jeune qui finit le secondaire : « Signe sur les pointillés pour t'engager pour 20 ans ». Le projet a reçu une approbation de principe. S'il est bien reçu, nous ferons ce qu'il faut pour déterminer comment il pourrait s'appliquer aux militaires à temps plein.

**R. P. :** D'où vient l'argent?

**T. B. :** Il vient du budget de la Défense, plus précisément du budget de l'Armée.

**L. D. :** Est-ce que ce serait le budget de la Réserve, ou le budget d'exploitation de l'Armée?

**T.B. :** Nous n'avons pas un budget de la Réserve, cela vient du budget de l'Armée... Chaque force, à l'interne, a une idée de ce qu'il en coûtera de gérer uniquement les réserves à service unique, mais aucune caisse n'a été réservée par le Parlement à la gestion des Réserves.

**L. D. (à M. M.) :** Marc, où en est l'initiative de sensibilisation du pays?

**M. M. :** Nous avons un long passé de régiments universitaires affiliés aux universités. Avec le temps, ils ont provoqué leur propre perte en devenant très spécialisés dans un domaine d'enseignement. Par exemple, un régiment est devenu connu comme étant le groupe de 60 avocats, et c'était tout ce qu'il y avait dans le régiment. Alors quand il a été question de restructurer la Force de réserve, il a été décidé de démanteler les régiments universitaires. Nous avons aussi un mécanisme, il y a quelque temps, dit de la Réserve disponible. Il visait à préparer un nombre très important de membres déployables de la Réserve. Il prévoyait une subvention d'études et il a très bien réussi à attirer un grand nombre de personnes pour la troisième réserve. Ce programme a lui aussi été aboli en conséquence d'une promesse électorale. Quand on l'a expliqué au parti, on lui a fait comprendre que c'était en fait un excellent scénario, mais il a tout de même été aboli. Deux services de la fonction publique ont, depuis, rétabli le mécanisme sous différents noms. La Force aérienne, en particulier, a très bien réussi à l'amener sous l'aile du gouvernement. Actuellement, rien que pour la Force régulière, pas celle de la Réserve, il y a des domaines d'études de premier et de deuxième cycles qui sont possibles, particulièrement dans les domaines médical et dentaire. Une fois qu'un étudiant a achevé la première année d'études, la Défense assumera intégralement les frais jusqu'à l'obtention du diplôme en échange d'une obligation de service, normalement une année de plus que la durée de ces études. Nous versons aux étudiants un salaire d'élève-officier pendant qu'ils étudient. Le programme a été élargi ces dernières années pour englober n'importe quel diplôme, mais cela n'a pas été très populaire, surtout parce que les étudiants craignent l'obligation de service.

Le mécanisme d'apprentissage constitue une autre forme de programme d'études, particulier à la Réserve. Les Forces de la défense ont un besoin criant de mécaniciens, de charpentiers et de divers autres corps de métiers. Nous travaillons actuellement avec des organismes nationaux de formation à un programme d'engagement des jeunes hommes et femmes dans la Réserve. Ils font une partie de leur apprentissage sous la tutelle civile et une partie avec la Réserve. L'organisation nationale reçoit un versement d'appui de l'employeur de 948 \$A par semaine, à l'intention de l'organisme de formation. Par conséquent, les organismes de formation sont gagnants avec ce mécanisme. Il est en voie d'être répandu à d'autres États, et la Force aérienne et la Marine s'y intéressent.

Actuellement, environ 38 p. 100 des membres de la Réserve travaillent dans la fonction publique, environ 42 p. 100 ont un emploi civil et les 20 p. 100 restants se répartissent entre les étudiants et les chômeurs. Nous n'avons que très peu de réservistes à l'école secondaire de tels congés. Il n'y a jamais eu des congés pendant leur dernière année d'études secondaires, et je pense qu'on ne tentera jamais d'inciter les établissements d'enseignement à accorder aux étudiants.

Le régime d'éducation de l'Australie est ce que nous appelons un mécanisme hexagonal, ou à pans, de contribution à l'éducation. Il amène l'étudiant à vraiment entamer un programme d'études. Au bout du compte, une fois qu'il est employé, il rembourse les frais de scolarité sous forme d'une légère augmentation de ses impôts sur le revenu.

Cela fait que les étudiants ne paient rien en partant et qu'ils finissent leurs études avec une dette de 25 000\$A à 50 000 \$A quand ils sont diplômés.

Nous avons une approche tout à fait différente de l'éducation. Nous avons une loi pour assurer la protection de l'éducation. En vertu de cette loi, les réservistes doivent reprendre leurs études au point où ils les ont laissées. S'ils doivent refaire les examens, c'est tenu en compte et prévu par la loi.

Au sujet du travail qu'a fait le Defence Reserves Support Council, nous avons joui d'une excellente participation. Un membre du comité du vice-chancelier siège à notre comité et notre présidente nationale, Leneen Forde, est chancelière de l'une de nos grandes universités, qui entretient des liens avec le réseau tertiaire d'universités.

L'un des meilleurs moyens d'attirer l'attention des étudiants-réservistes est de leur faire miroiter de l'argent devant les yeux, et le mécanisme hexagonal nous offre une occasion parfaite de le faire.

Lors de notre dernière réunion, nous avons décidé d'aborder l'éducation de deux façons. Nous voyons le secteur de l'éducation non seulement comme une source de recrutement des réservistes, mais aussi comme un employeur de réservistes.

Pour le recrutement, selon les recommandations initiales du sous-comité du DRSC nous voulons envisager une espèce d'échelle progressive de remboursement de la dette hexagonale. Par exemple, 5 p. 100 la première année et jusqu'à 15 p. 100 la deuxième, de manière qu'à l'obtention du diplôme, une fois qu'ils ont convenu d'une période de six années de service de contrepartie, leur dette serait considérée remboursée, intégralement.

**J. H. :** Vous avez dit que 40 p. 100 des réservistes sont des étudiants. Si un diplôme prend environ cinq ans et une carrière dure de 20 à 30 ans, puis-je supposer que vous perdez de nombreux réservistes à la fin de leurs études universitaires?

**I. L. :** Oui, d'après nos recherches, le taux d'attrition est élevé après l'université.

**J. H. :** Est-ce que ces étudiants reviennent? En Allemagne, on a une autre perspective de l'éducation. Après 5 à 10 ans d'études, quand vous leur demandez de rester dans la Réserve, ils disent « vous devez comprendre que je dois encore m'établir dans ma profession au civil ». Une fois qu'ils se sont établis, ils reviennent et servent jusqu'à l'âge de 35 à 50 ans. Notre Réserve n'a que peu de gens dans la trentaine, l'âge où ils s'établissent dans leur emploi au civil. Est-ce que les écoles du Canada vivent la même chose?

**I. L. :** Nous ne disposons d'aucune statistique là-dessus. Toutefois, de façon générale, si les étudiants, au moment d'obtenir leur diplôme, ont une formation militaire suffisante pour faire avancer leur carrière dans la Réserve, ils restent. S'ils ont encore besoin de beaucoup de formation militaire, les exigences de l'intégration à la population active font pression à la baisse sur leur disponibilité pour la Réserve. Combien reviennent? Nous n'avons pas de statistiques là-dessus.

**J. H. :** Si vous vous concentrez uniquement sur les étudiants, vous ne vous concentrez que sur les jeunes, les débutants. Dans la Réserve, on peut avoir une carrière où on acquiert l'expérience, on atteint un niveau de responsabilité supérieur. Il faut avoir suffisamment de temps. C'est la même chose que ce dont je parlais tout à l'heure, l'expérience que nous avons en Allemagne.

**L. D. :** Il ne fait aucun doute que c'est une excellente idée du point de vue du recrutement. Il est certain que selon les données, au Canada, nous perdons bien des réservistes quand ils obtiennent leur diplôme, parce qu'ils craignent que cela ait une incidence sur leur carrière au civil.

Beaucoup peut être fait par le biais du Programme d'appui des employeurs, pour les aider, leur dire que le service militaire servira leur carrière au civil. Si nous parvenons à atteindre les employeurs, nous pouvons faire ressortir les

aspects positifs de la formation et de ce que les réservistes apportent à leur entreprise. De même, en parlant aux réservistes, nous pouvons leur démontrer que leur participation à la Force de réserve les aidera à obtenir de meilleurs emplois. Je me rappelle une présentation que j'ai faite il y a quelques années devant une unité de la Réserve navale. Je ne savais pas comment aborder le groupe, composé surtout d'étudiants qui sont des militaires du rang. Au lieu de leur parler d'appui des employeurs, j'ai parlé de l'obtention de leur premier emploi, et j'ai tout de suite capté leur attention. J'ai dit que s'ils devaient chercher un emploi, c'était un grand défi. Dites à l'employeur potentiel la valeur de la formation militaire. Si vous restez dans la Réserve, poursuivez votre formation, votre perfectionnement. Quand vous posez votre candidature à un poste, si vous indiquez dans votre curriculum vitae que vous êtes « réserviste », vous gagnez des points sur les autres candidats. Vous aurez un meilleur poste, avec un salaire de départ supérieur. Quand vous sensibilisez les étudiants et les employeurs, la mention de ces facteurs vous garantit leur attention.

**Q. W. :** Au sujet de la Réserve supplémentaire disponible du Canada, d'après ma propre expérience, j'ai quitté la Réserve pour me concentrer sur ma carrière au civil. Quand j'ai tenté de reprendre ma carrière militaire, les Forces armées ne voulaient pas tenir compte de mes compétences acquises au civil. Je m'étonne d'entendre que les Forces armées font valoir aux employeurs civils les compétences acquises au service de la Réserve, mais qu'elles n'en feront pas autant dans la situation inverse.

**L. D. :** C'est un peu délicat pour moi, puisque je n'ai que peu de renseignements à ce sujet. Je crois que certains efforts ont été faits pour reconnaître l'équivalence des compétences et de la formation militaires au civil, et vice versa. Je pense que c'est un environnement très complexe à cause des syndicats et des normes professionnelles qui sont souvent provinciales. Il est extrêmement difficile de parvenir à une reconnaissance formelle des équivalences. C'est certainement un enjeu. Je pense qu'une tentative est faite du côté militaire pour reconnaître certaines compétences exploitées dans diverses opérations.

**D. T. :** Bien que je ne puisse pas m'exprimer pour le colonel Quinn, le secteur médical est largement ainsi. De l'autre côté, il est très difficile de prendre le titulaire d'un poste au civil et d'établir une équivalence avec ce qu'il fait comme caporal-chef de l'Infanterie. J'aimerais revenir à notre raison de nous concentrer sur les étudiants. La grande majorité des étudiants-réservistes sont dans l'Armée de terre. La Marine et la Force aérienne font en quelque sorte du « maraudage » dans les autres services. La plupart des membres de la Réserve de la Force aérienne sont des anciens de la Force régulière, ou encore ils ont reçu leur formation dans d'autres environnements. Notre Marine concentre toute sa formation « en début de service » - alors si vous voulez vous faire engager dans la Réserve navale, vous faites votre cours avec vos homologues de la Force régulière. La Réserve navale n'a qu'environ 3 500 membres.

D'un autre côté, les cours de la Force aérienne sont très longs. Seul un étudiant, ou quelqu'un qui a une carrière ou une famille qui l'appuie bien, peut facilement suivre ces cours pour se joindre à la Réserve. C'est très difficile sans lois pour protéger l'emploi. Nous demandons aux officiers trois étés de quatre mois chacun. En fait, cela revient à une année de formation. Supposons qu'un avocat veut être officier d'infanterie. C'est quasiment impossible, puisque cette personne va rester sous-lieutenant pendant sept ans.

Notre taux d'attrition est d'environ 16 à 17 p. 100 par année. Dans le cadre temporel, ceux qui restent (généralement cinq ans), sont ceux de nos sous-officiers et officiers qui restent dans la Réserve, ce qui fait une grosse différence. Il est clair qu'une loi sur la protection de l'emploi facilite grandement la formation des réservistes.

**M. M. :** Dans le cadre du processus d'éducation du DRSC, nous avons invité des réservistes à parler lors d'une réunion du Conseil de ce qu'ils aimaient dans leur situation de réservistes. Ils étaient tous les huit divorcés ou séparés de leur famille. Il y a deux aspects auxquels nous devrions nous intéresser de plus près : L'un la « disponibilité pour mission » - le transfert des compétences civiles dans la carrière militaire (et la reconnaissance de ces compétences) et l'accréditation des compétences militaires dans le monde civil. Le premier a été facile - il n'en a coûté que 4,5 millions de dollars australiens. Nous avons exploité le réseau des organismes de formation, la Défense est maintenant accréditée comme l'un d'eux, et nous pouvons désormais accréditer la formation militaire des étudiants dans le monde civil. Maintenant, environ 80 p. 100 des cours sont accrédités dans le secteur civil. Quand un réserviste peut retourner à son emploi avec une accréditation civile, les employeurs sont très heureux.



D'un autre côté, en ce qui concerne la reconnaissance de la formation antérieure, la Défense est son propre pire ennemi. Nous avons accueilli un réserviste qui était commandant en second d'une équipe d'intervention d'urgence du service d'incendie. Il avait une accréditation illimitée en intervention d'urgence chimique et biologique, mais comme la Défense refusait de reconnaître ces compétences, il ne pouvait qu'être pompier dans la Force aérienne. Cela a fait comprendre au DRSC la nécessité de se pencher de plus près sur la question. Pourquoi une personne qui conduit un bulldozer au civil ne peut-elle pas en faire autant dans l'armée? La reconnaissance des compétences acquises antérieurement est au programme des choses que nous devons porter à l'attention du gouvernement.

**G. M.** : J'aimerais continuer sur le sujet qu'a abordé le capitaine Wyne, à propos de la Réserve supplémentaire. Je suis aussi le G9 (l'un des chefs de service) du Secteur de l'Ouest de la Force terrestre. Nous sommes en train d'essayer de recruter plusieurs personnes de la Force de réserve, et tout ce que j'ai à dire, c'est que c'est une source de grandes frustrations. Ces gens-là sont très intéressants parce qu'ils ont l'expérience militaire, les compétences et l'expérience qu'il nous faut au Canada. Nous semblons tout faire dans le système pour mettre des bâtons dans les roues des gens qui veulent le réintégrer. C'est malheureux, parce que les membres de la Force de réserve pourraient se révéler de très grands atouts. Certains d'entre eux attendent depuis plus d'un an de pouvoir revenir, de faire reconnaître des équivalences (études). Pour une raison ou une autre, le système ne peut pas composer avec eux. Au Canada, c'est quelque chose que nous devrions examiner, pour rendre le système plus efficace qu'il ne l'est actuellement.

**T. B.** : C'est un problème sur lequel nous nous sommes penchés, relativement au transfert de la Réserve active à la deuxième réserve. Ce qui se passait, c'est qu'on se faisait décharger de la Réserve active, puis on s'engageait dans la deuxième réserve, qui dressait toutes sortes d'obstacles sur notre Chemin. Ce que nous avons fait, c'est que nous avons créé un régime de transfert. Il suffit d'une feuille de papier, qui est signée, et ce n'est pas plus compliqué désormais de passer de l'une à l'autre entre la première et la deuxième réserve. Il est certain que cela a résolu certains des problèmes que vous connaissez actuellement.

**M<sup>me</sup> Leneen Forde, Australie (L. F.) (au colonel Heinrichs)** : J'aimerais savoir comment vous avez convaincu des gens de réintégrer l'armée après 10 ans.

**J. H.** : La principale raison qui a fait que les réservistes nous ont rappelés est la suivante : lorsqu'ils finissent leurs études et commencent un emploi au civil, ils doivent se concentrer sur cet emploi, s'établir. C'est variable, mais d'après notre expérience, cela prend de 5 à 10 ans, puis il deviennent plus libres de faire autre chose dans d'autres domaines. Certains choisissent les œuvres de charité, d'autres deviennent pompiers volontaires et beaucoup reprennent du service comme réservistes. Ils reviennent vers l'âge de 30 à 40 ans. Il peut y avoir des lacunes dans leurs compétences militaires de base, mais d'un autre côté, ils ont tellement plus d'expérience dans des domaines civils, qui peut nous être utile. Nous n'avons pas d'autre force de réserve que la force active. Nous intégrons les réservistes à nos unités actives, avec leur expérience particulière d'avocats, d'enseignants, d'opérateurs sur presse, etc., dans l'unité dans laquelle ils servent. D'après notre expérience, c'est utile à notre armée. Comme nous acceptons le fait que les gens ont besoin de temps pour s'établir dans leurs fonctions au civil, nous sommes heureux de les voir revenir cinq ans plus tard.



## POLAND PRESENTATION: CIOR-CLAC WORKSHOP CIOR LANGUAGE ACADEMY COMMITTEE by: Commander Marek Krotowicz

Thank you Mr. Desmarteau, distinguished guests.

I would like to inform you about what is happening within CIOR (Interallied Confederation of Reserve Officers) and how we are included in the program. I would also like to tell you what is happening in Europe and the Far East.

CIOR is for NATO members and we have some observers, such as Australia, USA, Sweden, Switzerland and some Partnership for Peace countries.

When Poland, Hungary and Czech Republic joined NATO in 1999, one of the main problems was our former connection with the Warsaw Pact and use of language. Russian was our main other language for officers. So the CIOR started a program of second language education in English and French, the official languages of NATO. The United States began a program for new NATO members from former Warsaw Pact countries. There have been five rounds. The first two were held in the Czech Republic. The third one was in Poland. The fourth one was in Slovenia and the fifth one was in Bucharest. This year, the sixth will be held in Hungary, near Budapest.



*Photo by MCpl Tim Jordan, CFSU(O)  
Photo par le cplc Tim Jordan, USFC(O)*

Commander Marek Krotowicz, from Poland, enjoys the opening ceremonies at HMCS CARLETON, in Ottawa.

Le commandant Marek Krotowicz, de la Pologne, profite de la cérémonie d'ouverture au NCSM CARLETON, à Ottawa.

After some years, it occurred to us that it is not enough to learn languages only one time a year. The course is a very intense two-week course. But over the time in between people forget what they have learned. This led to the conception of holding two refresher courses in a year, once in spring and autumn. This program is open to all Reserve officers from CIOR members and Partnership For Peace countries.

The general purposes include:

- Better visualization and knowledge as an extension of CIOR
- Civilian-Military cooperation
- Opportunity to educate more Reserve officers
- Activation of local Reserve officer societies
- Exchange of cultural and educational experiences
- Cost-effectiveness

This program is very cost-effective. The organizers of one group of students (about 20 persons) cover all accommodation expenses for two faculties (instructors). Meanwhile the CIOR covers the traveling expenses of the teachers. So it means teachers are working for us for free.

How do you preside over a course? It is very simple. The country that wants to organize a course applies to a committee to host a course. If approved, it is up to the country to arrange accommodations, etc.

Here is a typical workshop one-week schedule. We can see the instructors arrive on a Saturday or Sunday, They teach language lessons for five days Monday to Friday, have one day to do cultural or sports events, then depart on day eight. In the past CIOR language instructors were recruited mainly from three countries—the United States, Canada and Great Britain. One time I remember a Danish teacher was recruited.

We have been asked how many Reserve officers would learn another language in a year? The maximum that has been educated is 80-100 during a two-week CLA. It is impossible to gather in one place more than 100 people. It is possible to extend this to educate more people than we presently do. If we can attract more countries to teach languages at the same time, we can multiply this. If we have four places teaching 20 people twice a year, we can increase it to 160 people.

This presentation was given to NATO this past February. I think it was well received. It will be presented again this summer. Thank you very much for your attention.



## OPEN FORUM DISCUSSION

**D.T.:** It has been suggested that this conference be tied to or conducted under the auspices of the ABCA conference in September. I would welcome comments.

**M.M.:** I think we have to be careful so as not to usurp ourselves to other organizations. We can conduct briefings for them. We had done this in the past. I think we should avoid an official affiliation.

**J.E.:** I think we would appreciate an invitation to attend and sit in, but not officially be a member.

**L.D.:** While we don't want to merge the two meetings, there may be some merit to the two running quite separately, but timed so very close with perhaps an overlapping session. Both groups might benefit.

**J.R.:** As one who attended ICESR in Maastricht last time and this, perhaps I can shed some light on this. What is the objective of this gathering? It is about the practice of employer support, and not wider Reserve issues. To some extent when we went to Maastricht we were somewhat subsumed in the other conference. This one has been much better and the benefits are greater also. To have someone go and brief the other group is useful, but no more.

**L.D.:** I would now like to discuss the next conference to get suggestions, starting with talking about who should host it. That would seem to be the logical way to proceed. What we had decided at Maastricht was that we didn't want to have a formal international association established, and that we would have a leader to organize the next biennial conference. Do we have any volunteers to assume the leadership for the next two years?

**J.R.:** I hesitate to step into the breach and volunteer, given how well it was done here. If we were to host it in two years, I would ask for some assistance, including ideas on whom to invite. Apart from that the United Kingdom would be glad to host. *(Applause)*

**L.D.:** By acclamation, the United Kingdom will host.

**J.R.:** Should we try to replicate the agenda from this conference or will there be new issues to be addressed? What I would like to do is connect points of contact from members here to discuss this further.

**T.B.:** As a country just starting out with an employer support program, this has been very useful to us. I think country presentations should be discussed again. But I also would like discussion of the challenges facing the use of reservists in western democratic countries.

**J.R.:** Should we perhaps invite other countries to come to the conference?

**The Honourable Peter M. Liba, Canada (Hon. P.L.):** What other countries were invited?

**L.D.:** We invited all NATO-CIOR countries, as well as Austria, South Africa, Japan, Malaysia and Indonesia.

**Hon. P.L.:** Which countries that have attended in the past didn't come this time?

**L.D.:** Belgium, France, Denmark and South Africa. South Africa couldn't get the funding to come. The others didn't respond, but we think it was possibly the cost.

**J.E.:** I would imagine with the conference being in London, many Europeans might attend.

**L.D.:** A problem for us was not knowing which section in countries' defence departments to send invitations.

**J.R.:** Perhaps we can do lobbying at other meetings like the ABCA and CIOR. We will obviously have to do some other research.

**L.D.:** Individually we need to do that too. One final thing, before turning it over to Mr. Eaton to close the conference, is exchange of information. We need to be more proactive in exchange of information between us. We seem to have to go and ask for information. We need to be more proactive. We will ask you for a point of contact so we can establish a list to send any material and reports. Is that something people would like to have? I don't see any disagreement around the table so we will do that.

**T.B.:** Before you close, I would like to say thanks for all the effort you have put into it. I have a small presentation for you. *(Applause)*

**Colonel Wieslaw Józwik, Poland (W.J.):** I also would like to thank you for this conference and give this small present to Mr. Eaton. It is a book about Polish experiences in the Second World War. *(Applause)*

**Commander Marek Krotowicz, Poland (M.K.):** I would like to present the same book to the spirit of our conference, Léo Desmarteau. *(Applause)*

**Lieutenant Colonel Claudio Brunetto, Italy (C.B.):** I would also like to make a presentation to Mr. Eaton and Mr. Desmarteau. *(Applause)*

**J.E.:** Thank you very much for your gifts. You humble me.

Behind every conference there is a silent group of people who make sure the conference runs smoothly. *(CFLC ICESR administration staff entered)*. Please help me in thanking them. *(Applause)*.

And of course, to the jolly giant himself, Léo, tremendous thanks to you. *(Applause)*. And to those of you who we will not see at the next conference, thank you for coming. *(Applause)*

## DISCUSSION OUVERTE

**D. T. :** On a suggéré que cette conférence soit liée à la conférence de l'ABCA en septembre, ou encore qu'elle ait lieu sous ses auspices. J'aimerais savoir ce que vous en pensez.

**M. M. :** Je pense que nous devons faire attention de ne pas supplanter d'autres organisations. Nous pouvons leur présenter des exposés d'information. Nous l'avons déjà fait. Je pense que nous devrions éviter toute affiliation officielle.

**J. E. :** Je crois que nous devrions apprécier l'invitation à y assister et y aller, mais pas en être officiellement membres.

**L. D. :** Bien que nous ne tenions pas à combiner les deux conférences, il y aurait quelque avantage à les tenir de façon tout à fait distincte mais très près l'une de l'autre, avec peut-être une séance qui se chevauche. Les deux groupes pourraient y trouver leur compte.

**J. R. :** Comme j'ai assisté à la CIAER de Maastricht la dernière fois et à celle-ci, peut-être pourrais-je jeter un peu de lumière sur la question. Quel est l'objectif de cette rencontre? C'est au sujet de la pratique de l'appui des employeurs et non pas de plus vastes enjeux de la Réserve. Dans une certaine mesure, quand nous sommes allés à Maastricht, nous avons été en quelque sorte subsumés à l'autre conférence. Celle-ci s'est bien mieux déroulée, et les avantages sont aussi plus grands. Il pourrait être utile d'envoyer quelqu'un y assister et informer l'autre groupe, mais sans plus.

**L. D. :** J'aimerais parler de la prochaine conférence pour obtenir des suggestions, en commençant par qui devrait en être l'hôte. Cela semble être une façon logique de procéder. Ce que nous avons décidé à Maastricht, c'est que nous



ne voulions pas créer d'association internationale officielle et que nous demanderions à un dirigeant d'organiser la conférence biennale. Avons-nous des volontaires pour prendre le flambeau pour ces deux prochaines années?

**J. R.** : J'hésite à saisir la proposition et à me porter volontaire, étant donné la façon impeccable dont tout s'est déroulé ici. Si nous devons accueillir la Conférence dans deux ans, je demanderais de l'aide, y compris des idées sur qui inviter. À part cela, le Royaume-Uni serait heureux d'être votre hôte. (*Applaudissements*)

**L. D.** : Par acclamation, le Royaume-Uni sera l'hôte de la prochaine conférence.

**J. R.** : Devrions-nous essayer de reprendre le programme de cette conférence-ci, ou y aura-t-il de nouveaux enjeux à discuter? Ce que j'aimerais, c'est recueillir les coordonnées des membres qui sont ici pour en discuter plus longuement.

**T. B.** : En notre qualité de pays qui ne fait que lancer son programme d'appui des employeurs, cette conférence nous a été des plus utile. Je pense qu'il faudrait encore discuter des présentations des pays. Mais j'aimerais aussi que nous parlions des défis que pose l'emploi des réservistes dans les pays démocratiques de l'Occident.

**J. R.** : Peut-être devrions-nous inviter d'autres pays à la Conférence?

**L'honorable Peter M. Liba, Canada (jon. P. L.)** : Quels autres pays étaient invités?

**L. D.** : Nous avons invité tous les pays membres de l'OTAN et de la Confédération interalliée des officiers de réserve (CIOR) ainsi que l'Autriche, l'Afrique du Sud, le Japon, la Malaisie et l'Indonésie.

**Hon. P. L.** : Quels sont les pays qui y ont assisté dans le passé mais qui ne sont pas venus cette fois-ci?

**L. D.** : La Belgique, la France, le Danemark et l'Afrique du Sud. L'Afrique du Sud ne pouvait réunir les fonds pour venir. Les autres n'ont pas répondu, mais nous pensons que ce pourrait être à cause des coûts.

**J. E.** : Je suppose que si la Conférence a lieu à Londres, bien des pays de l'Europe pourraient y assister.

**L. D.** : Un problème que nous avons eu est que nous ne savions pas à quel service des ministères de la Défense des pays envoyer les invitations.

**J. R.** : Peut-être pourrions-nous faire du lobbying dans d'autres rencontres, comme celles de l'ABCA et de la CIOR. Il est évident que nous devons faire des recherches.

**L. D.** : Nous devons le faire chacun de notre côté aussi. J'aimerais parler d'une dernière chose, avant de laisser M. Eaton mettre fin à la Conférence. L'échange de renseignements. Nous devons être plus proactifs dans l'échange de renseignements entre nous. On dirait qu'il nous faut demander les renseignements. Nous devons être plus proactifs. Nous allons vous demander de désigner une personne-ressource, pour que nous puissions dresser une liste pour l'envoi de documents et de rapports. Est-ce que c'est quelque chose qui pourrait être utile aux autres aussi? Je ne vois pas de désaccord autour de la table, alors c'est ce que nous ferons.

**T. B.** : Avant de terminer, j'aimerais vous remercier pour tous vos efforts. J'ai un modeste présent pour vous. (*Applaudissements*)

**Colonel Wieslaw Józwik, Pologne (W.J.)** : Je tiens, moi aussi, à vous remercier pour cette conférence et remettre un modeste présent à M. Eaton. C'est un livre sur l'expériences de la Pologne pendant la Seconde Guerre mondiale. (*Applaudissements*)

**Commandant Marek Krotowicz, Pologne (M.K.)** : J'aimerais remettre le même ouvrage à l'esprit de notre conférence, Léo Desmarreau. (*Applaudissements*)



**Lieutenant Colonel Claudio Brunetto, Italie (C. B.)** : J'aimerais aussi offrir un cadeau à M. Eaton et à M. Desmarteau. (*Applaudissements*).

**J.E.** : Merci infiniment pour vos cadeaux. Vous me gênez. Dans les coulisses de toute conférence, il y a un groupe de personnes qui assurent discrètement le déroulement sans accroc de la conférence. (*Le personnel administratif de la CIAER du CLFC fait son entrée*). Je vous invite à joindre vos remerciements aux miens. (*Applaudissements*).

Et bien sûr, au joyeux géant lui-même, Léo, un énorme merci. (*Applaudissements*) Et à ceux d'entre vous que nous ne reverrons pas à la prochaine Conférence, merci d'être venus. (*Applaudissements*)

FIN DE LA CIAER 2005/END OF ICESR 2005

### Conference OPI Captain Kathleen Lowe, CFLC Visits Officer

All conference delegates joined voices to extend a sincere thank-you to Captain Lowe. She's the one who publicized the conference and kept track of all the delegates. She made sure we all had a hotel room to sleep in – and she's the one who arranged all the excellent meals and snacks.

Captain Lowe coordinated all the facilities, transportation, activities and support staff - and kept that smile on her face throughout. Delegates might have noticed her scurrying around with a cellphone clapped to her ear - and would have been even more impressed had they realized she was juggling this full-time Reserve Force position with a part-time job as a civilian police officer and training to run a marathon.

Captain Lowe, a job well done!

### Capitaine Kathleen Lowe du BPR, Agent des visites

Le CLFC présente ses sincères remerciements au capitaine Lowe. C'est elle qui a fait la publicité sur la Conférence et suivi tous les délégués à la trace. Elle a veillé à ce que nous ayons tous une chambre d'hôtel où dormir – et c'est elle qui a prévu tous les excellents repas et goûters.

Le capitaine Lowe a coordonné toutes les installations, le transport, les activités et le personnel de soutien - et son sourire ne l'a jamais quittée. Les délégués l'ont peut-être aperçue se faufilant partout, son téléphone portable collé à l'oreille - et ils auraient été d'autant plus impressionnés s'ils avaient su qu'elle combine cet emploi à temps plein dans la Force de réserve avec un emploi à temps partiel de policière dans un organisme civil de police et s'entraîne pour courir un marathon.

Capitaine Lowe, bravo pour ce beau travail!



Photo by Holly Loranger—House of Commons Photo  
Photo par Holly Loranger – Photo de la Chambre des communes

Captain Kathleen Lowe  
Le capitaine Kathleen Lowe