

# Military Grievances External Review Committee



2018-2019

**Departmental Plan**

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Minister of National Defence

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## Message from the Chairperson and Chief Executive Officer

As the Interim Chairperson and Chief Executive Officer of the Military Grievances External Review Committee (Committee), I am pleased to present the Committee's Departmental Plan for 2018-2019.

The year ahead promises to bring change. In 2018-2019, the Committee will welcome a new Chairperson, and continue its integration of new Governor in Council-appointed members. Ensuring that this new complement of members is quickly able to get a feel for the grievance review process will likely result in a period of adjustment.

The Committee, however, is well prepared to support its new members, as it has developed extensive tools, such as briefing materials and best practices to facilitate a smooth transition. It is the Committee's intention to ensure that this period is an enriching one in which members are able to share their new perspectives while benefiting from the experience and corporate knowledge of the Committee's grievance review teams.

The Committee faces a new challenge this year, in light of the implementation of the Integrated Complaint and Conflict Management program within the Canadian Armed Forces, which aims to resolve complaints, including grievances, more efficiently and informally. This may result in a fluctuation in the number of grievances referred to the Committee for external review. By monitoring and adjusting to these new referral tendencies, however, the Committee will remain agile and maintain its ability to address grievance cases fairly and expeditiously, while ensuring the quality of its findings and recommendations remains high.

The year ahead also marks a new direction for the Committee's performance measurement regime, in line with the Treasury Board Policy on Results. The new framework offers the Committee the ability to measure the timeliness and quality of its findings and recommendations, to give it a fuller picture of its success in carrying out its mandate.

Looking ahead to 2018-2019, I remain certain that the Committee is well positioned and has the right people in place to meet challenges head-on and take advantage of opportunities as they arise.



Caroline Maynard  
Interim Chairperson and Chief Executive Officer



## Plans at a glance

Planned Spending		Planned Human Resources	
2018-2019 Planned Spending	\$6,761,423	2018-2019 Planned Full-Time Equivalents (FTE)	46 FTE

- Supporting the integration of new Governor in Council-appointed Committee members
- Developing lean and green Committee business processes
- Supporting the implementation of the new performance measurement framework by rolling out a survey mechanism to be used by the Chief of the Defence Staff and his delegates advising on their ability to rely on the Committee’s findings and recommendations
- Exploring options related to replacing landlines with wireless telephones
- Aligning Committee information systems with the new Government of Canada Digital Policy, once released

For more information on the Military Grievances External Review Committee’s plans, priorities and planned results, see the “Planned results” section of this report.



## Planned results: what we want to achieve this year and beyond

### Core Responsibilities

#### **Independent Review of Military Grievances**

##### **Description**

The National Defence Act, Section 29.28 (1) and (2), requires the Military Grievances External Review Committee to review every grievance referred to it by the Chief of the Defence Staff (CDS) and to provide Findings and Recommendations in writing to the CDS and the officer or non-commissioned member who submitted the grievance.

##### **Planning highlights**

After two years of functioning with limited Governor in Council-appointed members, new members began working with the Committee in February and March 2018. As a result, in 2018-2019, the Committee will focus on providing support to its new members.

In addition, the Committee has decided to move to a more electronic model for processing its grievance files. To this end, the Committee will develop lean and green business processes and facilitate the resulting culture change.

To assist in the implementation of its new performance measurement framework, the Committee plans to implement a new survey mechanism that will be used to obtain information related to the ability of the CDS and his delegates to rely upon the findings and recommendations provided by the Committee. This survey will be administered in connection with each reviewed grievance file sent to the CDS for final decision.

##### **Planned results**

The objective in its focus on integrating Committee members is to ensure that the Committee's independent review of military grievances and its production of findings and recommendations reports remains timely and of high quality. In so doing, the Committee will continue to provide benefit to the Canadian Armed Forces and the CDS, and, by extension, to Canadians.

In developing lean and green business processes, the Committee will be able to work more effectively, thus improving the timeliness and quality of its findings and recommendations. Managing the culture change associated with this initiative means that the Committee will ensure that employees understand the value of shifting toward leaner processes. By enabling everyone to participate in the leaning process, the Committee will increase the possibility for flow and efficiency, and will be able to use time and resources saved to undertake other initiatives.

The new survey mechanism will provide the Committee with sound performance results and enable it to tell its story based on a solid foundation of results. This will mean that Canadians will be able to have a clear understanding of the added value provided by the work of the Committee.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014-2015 Actual results	2015-2016 Actual results	2016-2017 Actual results
DR1 – Findings and Recommendations on all referred military grievances are provided in a timely manner	DR11 – % of written Findings and Recommendations that are issued within four months of receipt (service standard)	75% of Findings and Recommendations issued within 4 months of receipt	March 31, 2019	Not available	Not available	Not available
	DR12 – Age of grievances that were received more than four months prior and for which Findings and Recommendations have not been issued	75% of grievance files are less than 4 months old	March 31, 2019	Not available	Not available	Not available
DR2 – The Chief of the Defence Staff is able to rely on the Committee's Findings and Recommendations in the military grievances decision-making process	DR13 – Achievement of a rating by the Chief of the Defence Staff of at least 4 out of 5 on each of the following attributes related to Findings and Recommendations issued by the Committee: usefulness, clarity, and completeness	A cumulative minimum average of 4 out of 5 for each attribute	March 31, 2019	Not available	Not available	Not available

Note: Results for 2014-2015, 2015-2016, and 2016-2017 are not available, as these indicators were developed in line with the new Policy on Results.

## Budgetary financial resources (dollars)

2018-2019 Main Estimates	2018-2019 Planned spending	2019-2020 Planned spending	2020-2021 Planned spending
4,462,539	4,462,539	4,462,539	4,462,539

## Human resources (full-time equivalents)

2018-2019 Planned full-time equivalents	2019-2020 Planned full-time equivalents	2020-2021 Planned full-time equivalents
35	35	35

Financial, human resources and performance information for the Military Grievances External Review Committee's Program Inventory is available in the [GC InfoBase](#).<sup>i</sup>

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary financial resources (dollars)

2018-2019 Main Estimates	2018-2019 Planned spending	2019-2020 Planned spending	2020-2021 Planned spending
2,298,884	2,298,884	2,298,884	2,298,884

Human resources (full-time equivalents)

2018-2019 Planned full-time equivalents	2019-2020 Planned full-time equivalents	2020-2021 Planned full-time equivalents
11	11	11

### Planning highlights

In 2018-2019, the Committee will focus on managing the transformation of Internal Services. To this end, the Committee plans to explore a more mobile workforce by looking at different options available with respect to replacing landlines with wireless telephones. Coupled with the Committee's existing virtual workspace infrastructure, this initiative will enable Committee employees to work efficiently and remain connected in any space.

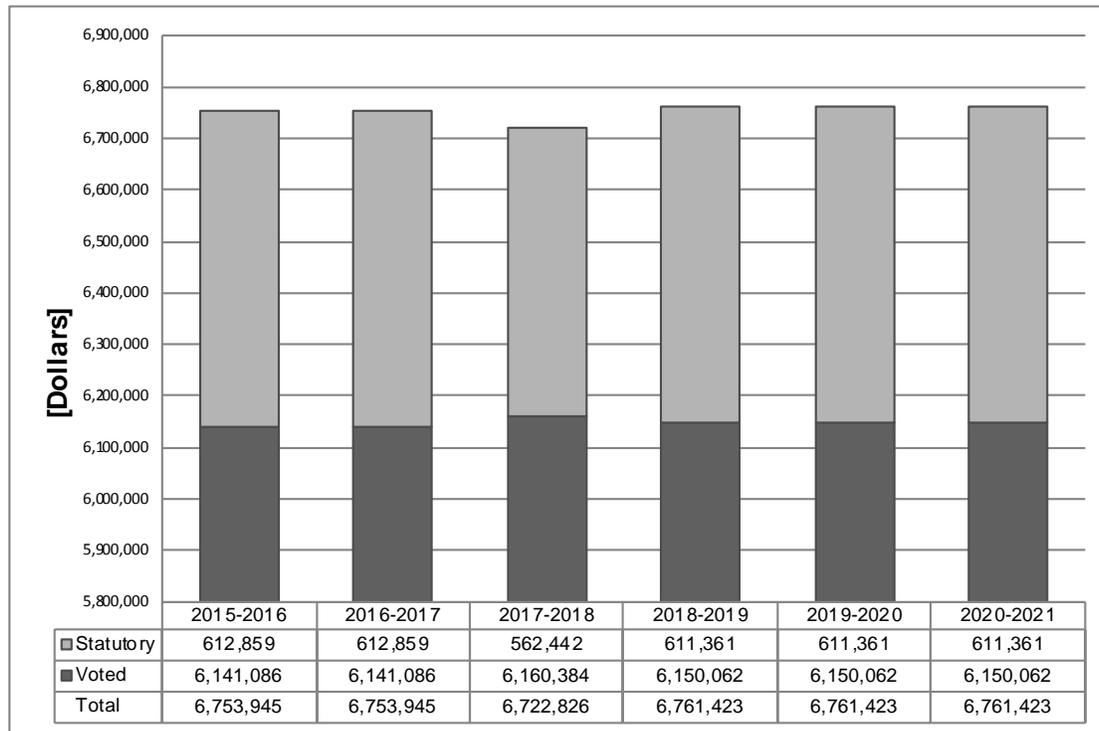
In addition, the Committee will follow the developments related to the Government of Canada's emerging digital policy framework. Once the policy is released, the Committee will focus its efforts on aligning its information and technology systems with the spirit of the policy and move its internal services forward to deliver more efficiently, both internally and to its external stakeholders.

In support of its lean and green business process priority, the Committee will continue the work undertaken in previous years to make its internal services business processes more streamlined, and able to be offered electronically, thus reducing its paper consumption and need to manage paper-based information records.

## Spending and human resources

### Planned spending

#### Departmental spending trend graph



#### Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015-2016 Expenditures	2016-2017 Expenditures	2017-2018 Forecast spending	2018-2019 Main Estimates	2018-2019 Planned spending	2019-2020 Planned spending	2020-2021 Planned spending
Independent Review of Military Grievances	4,367,142	4,038,820	4,163,000	4,462,539	4,462,539	4,462,539	4,462,539
Internal Services	1,884,456	1,946,982	3,051,000	2,298,884	2,298,884	2,298,884	2,298,884
<b>Total</b>	<b>6,251,598</b>	<b>5,985,802</b>	<b>7,214,000</b>	<b>6,761,423</b>	<b>6,761,423</b>	<b>6,761,423</b>	<b>6,761,423</b>

The Military Grievances External Review Committee is planning budgetary expenditures of \$6,761,423 in 2018-2019. There is an increase in 2017-2018 forecast spending which is mainly due to the Space Optimization Project, in line with the government-wide Workplace 2.0 strategy.

## Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015-2016 Actual	2016-2017 Actual	2017-2018 Forecast	2018-2019 Planned	2019-2020 Planned	2020-2021 Planned
Independent Review of Military Grievances	29	29	26	35	35	35
Internal Services	14	12	10	11	11	11
<b>Total</b>	43	41	36	46	46	46

The variance in the 2017-2018 full-time equivalent forecast is due to the delayed appointment of Committee members. It had been anticipated that the members would be appointed in the first or second quarter of 2017-2018, but appointments only occurred late in the third quarter. In addition, due to uncertainty with regard to the number of referred grievances and the timing of appointments of Committee members, the Committee opted not to staff several vacant positions.

## Estimates by vote

For information on the Military Grievances External Review Committee's organizational appropriations, consult the [2018-2019 Main Estimates](#).<sup>ii</sup>

## Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Military Grievances External Review Committee's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Military Grievances External Review Committee's website](#)<sup>iii</sup>.

Future-Oriented Condensed Statement of Operations  
for the year ended March 31, 2019 (dollars)

Financial information	2017-2018 Forecast results	2018-2019 Planned results	Difference (2018-2019 Planned results minus 2017-2018 Forecast results)
Total expenses	6,452,000	7,172,000	720,000
Total revenues	1,000	0	(1,000)
Net cost of operations before government funding and transfers	6,451,000	7,172,000	721,000

As the Committee was without its full complement of members for the majority of fiscal year 2017-2018, salary expenditures were less than anticipated during this period. The Committee is likely to operate with its full complement in 2018-2019, which will result in an increase in salary expenditures and corresponding operating expenditures. No revenue is anticipated in 2018-2019. Revenue indicated for 2017-2018 is from Crown asset disposals and was received as part of the Committee's space optimization project.



## Supplementary information

### Corporate information

#### **Organizational profile**

**Appropriate minister:** The Hon. Harjit S. Sajjan, PC, OMM, MSM, CD, MP

**Institutional head:** Caroline Maynard, Interim Chairperson and Chief Executive Officer

**Ministerial portfolio:** National Defence

**Enabling instrument:** *National Defence Act, R.S.C. 1985, c. N-5*<sup>iv</sup>

**Year of incorporation / commencement:** 2000

**Other:** [About the Committee](#)<sup>v</sup>

#### **Raison d'être, mandate and role**

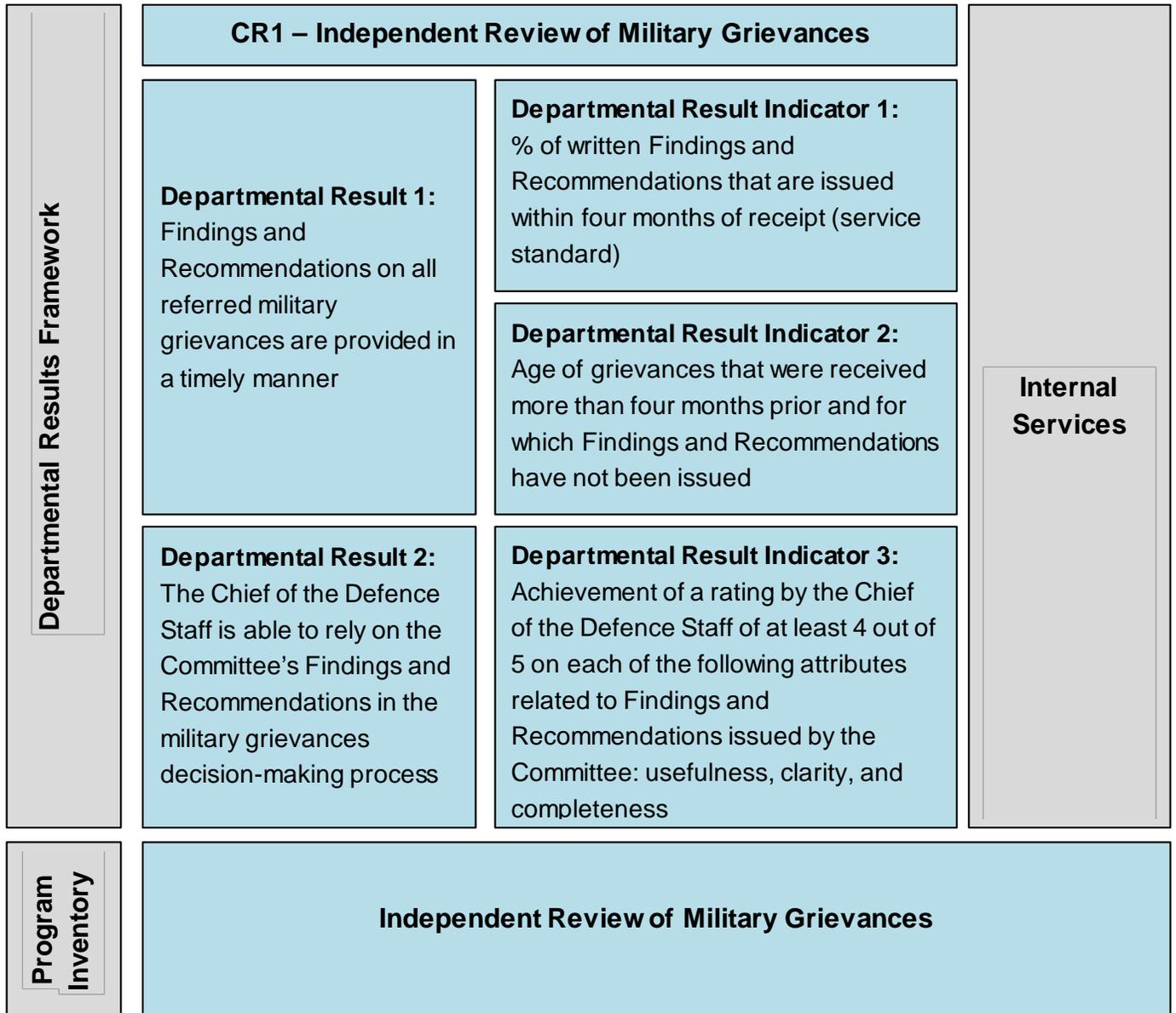
“Raison d'être, mandate and role: who we are and what we do” is available on the [Military Grievances External Review Committee's website](#)<sup>vi</sup>.

#### **Operating context and key risks**

Information on operating context and key risks is available on the [Military Grievances External Review Committee's website](#)<sup>vii</sup>.

## Reporting framework

The Military Grievances External Review Committee’s Departmental Results Framework and Program Inventory of record for 2018-2019 are shown below:



Concordance between the Departmental Results Framework and the Program Inventory, 2018-2019, and the Program Alignment Architecture, 2017-2018

2018-2019 Core Responsibilities and Program Inventory	2017-2018 Lowest-level program of the Program Alignment Architecture	Percentage of lowest-level Program Alignment Architecture program (dollars) corresponding to the program in the Program Inventory
<b>Core Responsibility 1:</b>		
Independent Review of Military Grievances	Independent Review of Military Grievances	100%

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Military Grievances External Review Committee's Program Inventory is available in the [GC InfoBase](#).<sup>viii</sup>

## Supplementary information tables

The following supplementary information tables are available on the [Military Grievances External Review Committee's website](#)<sup>ix</sup>:

- ▶ [Departmental Sustainable Development Strategy](#)<sup>x</sup>
- ▶ Gender-based analysis plus
- ▶ Planned evaluation coverage over the next five fiscal years
- ▶ Upcoming internal audits for the coming fiscal year

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xi</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

60 Queen Street, 10<sup>th</sup> Floor

Ottawa, Ontario K1P 5Y7

Canada

Telephone: (613) 996-8529

Toll-Free Telephone: 877-276-4193

Fax: (613) 996-6491

Email: [mgerc-ceegm@mgerc-ceegm.gc.ca](mailto:mgerc-ceegm@mgerc-ceegm.gc.ca)

Web: <https://www.canada.ca/en/military-grievances-external-review.html>

## Appendix: definitions

### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

### **Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

### **Departmental Results Framework (cadre ministériel des résultats)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

**Program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**Program Alignment Architecture (architecture d'alignement des programmes)<sup>1</sup>**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**result (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

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1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

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## Endnotes

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- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. 2017-2018 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iii. 2018-2019 Future Oriented Statement of Operations (Unaudited), <https://www.canada.ca/en/military-grievances-external-review/corporate/future-oriented-financial-statements/2018-2019.html>
- iv. National Defence Act, <http://laws-lois.justice.gc.ca/eng/acts/n-5/page-4.html#h-29>
- v. About the Committee, <https://www.canada.ca/en/military-grievances-external-review/corporate/about.html>
- vi. Raison d'être, mandate and role, <https://www.canada.ca/en/military-grievances-external-review/ccorporate/about/mandate-mission-vision-values.html>
- vii. Operating context and key risks, <https://www.canada.ca/en/military-grievances-external-review/corporate/departmental-plans/2018-2019/operating-context.html>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. Supplementary Information Tables, <https://www.canada.ca/en/military-grievances-external-review/corporate/departmental-plans/2018-2019/tab-eng.html>
- x. Departmental Sustainable Development Strategy, <https://www.canada.ca/en/military-grievances-external-review/corporate/departmental-sustainable-development-strategy.html>
- xi. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>