



COMMUNIQUÉ

Defence Minister's Monitoring Committee Releases Final Report

February 9, 2000

The Hon. John A. Fraser, Chair of the Minister's Monitoring Committee on Change in the Department of National Defence and the Canadian Forces, today presented the Committee's Final Report to Minister Art Eggleton.

"We believe that the reform program is gaining momentum and, in our judgement, many of the actions called for in the various reports and inquiries we have monitored have substantially been met by the Department and the Forces," said Mr. Fraser. "There is absolutely no doubt in my mind that the Department of National Defence and the Canadian Forces have changed and that the Forces are better off for it, but this is only the first step in the process of meaningful reform".

"We ask the leadership to remember that the true measure of success rests not on how many recommendations have or have not been implemented, but on whether the values underlying reform have been integrated into the institution's culture and its way of doing things," said Fraser.

The Report notes a few deficiencies in the reform program – most notably in the efforts to restructure the Canadian Forces Reserves. Committee members were also concerned that the implementation of some elements of the reform process might have been seen by some senior leaders within the Department and the Canadian Forces as 'a job to be done' rather than as 'new values to be lived'.

The Committee strongly supports initiatives such as the creation of the Office of the Special Advisor to the CDS on Officer Professional Development. "We urge those in positions of authority to continue to nurture and capture the work of those envisioning the future. After all, it is only through the complementary balance of dreamers and managers that institutions not only survive, but thrive".

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The Minister's Monitoring Committee was established to oversee and evaluate the effectiveness of the reform initiatives undertaken in response to some 339 recommendations accepted by the Minister of National Defence as a result of six key Reports presented to the Department of National Defence and the Canadian Forces. The Committee's three previous interim reports were made public in March 1998, November 1998 and July 1999.

See Highlights of Reform.

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The Committee's Final Report is posted on D-Net at: www.dnd.ca



Reform highlights:

- The military justice system has been overhauled to be more in line with current legislation and institutional requirements. This process involved a massive regulatory amendment package.
- An organizational Ombudsman has been appointed and given ministerial directives to guide his operation.
- A Military Police Complaints Commission has been appointed, highlighting the Department's efforts to buttress its public accountability.
- A concept of accountability has been developed and promulgated that stresses the value of identifying both failures and successes so that the CF and DND can learn from their experiences and continuously improve.
- A new public affairs policy has been implemented in an attempt to improve the ability of CF members and departmental employees to communicate with the public and the media.
- The CF and DND are grappling with the concepts of ethics and ethos and how they fit into contemporary social, behavioural and military patterns.
- Harassment and racism prevention training has been implemented for all personnel.
- Myriad recommendations made by the Somalia Inquiry concerning operational initiatives and procedures, such as pre-deployment training, mission acceptance and training in law of armed conflict have been implemented.
- Quality of Life initiatives have been implemented, including the opening of the Centre for the Support of Injured and Retired Members and their Families. The Department is taking a more co-ordinated approach to the care of its members and employees, and has received additional funding for increases in pay, benefits and housing.