



CANADIAN COAST GUARD AGENCY

2007-2008 MID-YEAR REVIEW

APRIL 1, 2007 - SEPTEMBER 30, 2007
(AS PER 2007-2010 BUSINESS PLAN COMMITMENTS)

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MESSAGE FROM THE COMMISSIONER

This document provides a report, as of September 30th, 2007, on the progress made by the Coast Guard against its commitments for 2007-08, as outlined in its Agency 2007-10 Business Plan.

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

- Green: The project or deliverables are proceeding as planned. Visible progress has been made. There are no major issues/obstacles to delivering on the commitment.
- Yellow: There is some risk that the deliverable will not be delivered as planned. There are some issues needing attention.
- Red: There is certainty that the deliverable will not be delivered as planned. There are some major issues/roadblocks preventing the delivery of the commitment.



To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

George Da Pont
Commissioner, Canadian Coast Guard

FOCUS ON CLIENT SERVICE

1.0 Strengthening the CCG as a Client-Focused National Agency

1.1 Levels of Service Review

Objective:

Clear, precise levels of service that are understood by all Coast Guard managers and stakeholders, and applied consistently throughout the country. Through advisory boards, we will have an opportunity to develop a common understanding, assess existing levels of service and any perceived gaps as well as discuss requests for enhanced services that have been raised by external and internal users of our services.

Commitment	Lead	Results Achieved/Status
2007-2008		
<p>Codify and reissue existing Levels of Service (LOS) Guidelines and, where applicable, existing service standards. Complete the Search and Rescue (SAR) Needs Analysis. Initial analysis and options will be available in June 2007.</p>	<p>DG, MS</p>	<ul style="list-style-type: none"> ▶ Coast Guard has re-issued its Level of Service (LOS) document (June 2007). While the content of the guidelines and services standards has not been changed, the document has been re-formatted and the wording clarified to make it easier to use and understand for both employees and clients. ▶ The Search and Rescue (SAR) Needs Analysis for the Gulf Region is completed and options developed. Work on the 34 remaining areas (analysis and options) is well underway and will be completed by the end of December 2007.
<p>Start consultations with clients and stakeholders through advisory bodies on LOS Guidelines and the findings of the SAR Needs Analysis. This will identify existing variances in service delivery and take a structured approach to requests for enhanced services.</p>	<p>DG, MS</p>	<ul style="list-style-type: none"> ▶ An initial round of Level of Service (LOS) sessions are underway and are to be completed by November 30, 2007. ▶ Targeted and more specific discussions will begin on the Search and Rescue (SAR) Needs Analysis, with users of services and SAR partners (such as the Canadian Forces and Canadian Coast Guard Auxiliary or CCGA) and will take place before the end of the fiscal year. ▶ Subsequent steps on the LOS Guidelines and the SAR Needs Analyses are dependent on the results of the initial round of consultations. ▶ In addition, an evaluation framework is being developed to ensure consistency in evaluating any client requests for enhancements that may come from the LOS review.

- Project/Deliverables proceeding as planned; visible progress made – no major issues/obstacles delivering on commitment
- Some risk that deliverable will not be delivered as planned – issues needing attention
- Certainty that deliverable will not be delivered as planned – major issues/roadblocks

1.2 Marine Service Fees Strategy

Objective:

Collaborate with the commercial shipping industry in developing options for the future of Marine Services Fees with the objective of putting forward a common recommendation to the Government.




Commitment	Lead	Results Achieved/Status
2007-2008		
Develop proposed way forward, including different options and secure government direction on recommended approach. This includes addressing the Arctic Fee issue.	DG, IBMS	<ul style="list-style-type: none"> ▶ CCG and the marine transportation industry have met several times to discuss the future approach to the fees in a renewed engagement process through an industry-CCG/DFO working group. Meetings have also included discussions on options to address the Arctic Fee issue. ▶ CCG has put forward a discussion paper containing various options on how to move forward on the fees. CCG has also been assessing options tabled by the industry in partnership with implicated departments, particularly Environment Canada and Transport Canada. ▶ CCG will continue to work with industry to bring forward to the Government an overall recommended approach on the future of Marine Services Fees in fiscal year 2007-08.

1.3 Stronger Canadian Coast Guard Identity

Objective:

Strengthen pride in identity and traditions and re-enforce the values and culture required to operate effectively as a national Agency.

Commitment	Lead	Results Achieved/Status
2007-2008		
Build a nationally consistent Internet presence.	EA, Commissioner	<ul style="list-style-type: none"> ▶ A Web Renewal project is currently underway with research, analysis as well as stakeholder and internal CCG consultations completed. ▶ The information architecture and content renovation framework has been developed. ▶ The first version of the new web site will be released before the end of the fiscal year and maintaining it will then become part of regular business.
Develop common communications material for external use and re-establish a twice-yearly national CCG newsletter.	DG, IBMS	<ul style="list-style-type: none"> ▶ The Canadian Coast Guard is developing a national information package which will provide an overview of the organization as well as information on its programs and services. The information kit will be made available through the

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		<p>Coast Guard's national Internet site by April 2008.</p> <ul style="list-style-type: none"> ▶ The Coast Guard has re-established its national newsletter (Echo). The first issue was released in September 2007 and a second issue is planned for Spring 2008. ▶ This second edition of the newsletter will be a pictorial issue presenting pictures taken by our employees featuring the Coast Guard in action.
Finalize and implement Uniform Policy Guidelines.	AC, C&A	<ul style="list-style-type: none"> ▶ The Uniform Policy guidelines have been written and are on target for approval this fiscal year. Consultations are planned with bargaining agents. ▶ The rollout to Coast Guard personnel will then follow.

1.4 Strengthening Management

Objective:

As an integral part of strengthening itself as a national Agency, the Coast Guard CCG must work toward national consistency in its planning, reporting and management practices.

Commitment	Lead	Results Achieved/Status
2007-2008		
Seek approval of an amended Program Activity Architecture (PAA) for use in all internal and external planning documents and systems to better align with our programs and activities and provide greater transparency on how funds are spent.	DG, IBMS	<ul style="list-style-type: none"> ▶ The amended Program Activity Architecture (PAA) has been approved for use by Treasury Board in all external and internal planning documents and systems, such as the Report on Plans and Priorities to Parliament. ▶ It will enable the Coast Guard to demonstrate more clearly how it spends its monies and how it contributes to the strategic objective of providing Canada with safe and accessible waterways.
Develop a performance measurement and reporting framework in line with government principles regarding effective management and accountability.	DG, IBMS	<ul style="list-style-type: none"> ▶ A draft performance measurement and reporting framework has been developed for the Coast Guard as part of a larger government-wide effort to improve reporting of results to Canadians. ▶ Timelines for approval have been established on a government-wide basis and Coast Guard is well positioned to meet those deadlines. ▶ Users of services will have an opportunity to comment on the draft framework over the course of the Fall 2007.
Develop national practices and process:		
<ul style="list-style-type: none"> • Consistent terminology and 	DG, ITS	<ul style="list-style-type: none"> ▶ Work is proceeding as planned with completion

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definitions for key CCG assets and infrastructure.		scheduled for March 31, 2008.
<ul style="list-style-type: none"> A financial coding structure consistent with the new PAA. 	DG, IBMS	<ul style="list-style-type: none"> The Canadian Coast Guard coding structure is now consistent with the new Program Activity Architecture. Given the decentralized nature of the Coast Guard, the challenge will be to ensure that it is applied consistently across the Agency. Therefore, over the Fall of 2007, discussions will take place with management teams across the country to ensure consistent application.
<ul style="list-style-type: none"> Common protocols for salary data entry. 	AC, MAR	<ul style="list-style-type: none"> Over 30 typical (standard) Salary Management Information System (SMIS) data entry practices have been gathered and reviewed from all regions by functional program, of which, almost all are done differently. An analysis report is currently being prepared which demonstrates the differences and provides recommendations to standardize SMIS data entry.
<ul style="list-style-type: none"> Report on the relationship with HRCS and service levels provided to the Agency in each CCG region. 	AC, NFLD	<ul style="list-style-type: none"> An initial round of discussions has taken place with DFO, Human Resources and Corporate Services. Draft Terms of Reference are ready for approval. Project teams have been established and information gathering sessions will be conducted to prepare a report by March 31, 2008.

2.0 Support for Canada's Maritime Security Agenda

2.1 Continued Participation in the Federal Maritime Security Agenda

Objective:

Contribute significantly to maritime domain awareness capacities through its Marine Communications and Vessel Traffic Services and through its presence on all coasts, support on-water enforcement and responsiveness capacities by providing crews and vessels, and provide interagency and interdepartmental collaboration in support of maritime security.

Commitment	Lead	Results Achieved/Status
2007-2008		
Continue to participate in Government of Canada security agenda discussions and develop options for CCG support as required.	Deputy Commissioner	<ul style="list-style-type: none"> CCG continues to participate with the federal security and intelligence community through the Interdepartmental Marine Security Working Group (IMSWG) and its committees (e.g., Maritime Domain Awareness, Safeguarding and Response) which are currently reviewing ongoing maritime




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		<p>security initiatives; identifying security gaps and mitigations; exploring improvements in interdepartmental coordination and information sharing; and developing a horizontal framework to measure performance. CCG is also working under the leadership of other federal departments and agencies such as the RCMP, to develop plans on maritime security for the Vancouver 2010 Olympics.</p>
<p>Continue work on implementation of the DND-led east and west coast Marine Security Operations Centres (MSOCs), and on the development of the RCMP-led Great Lakes-St. Lawrence Seaway MSOC.</p>	<p>Deputy Commissioner</p>	<p>► CCG is considered a key participant within the interdepartmental Coastal (East and West) Marine Security Operation Centres (MSOCs). CCG is providing vessel traffic management information in support of the preparation of a Recognized Maritime Picture of Canada's coast, and supporting the ongoing development of the Coastal MSOCs, which, under DND leadership, continue to build towards full operational capacity. As the MSOC project continues towards full operational capacity, the number of CCG and DFO (Conservation & Protection or C&P) participants in the Coastal MSOCs will be reflective of funding resources allocated by DND.</p> <p>► The Great Lakes (GL) MSOC which is under the leadership of the RCMP remains an interim facility until March 31, 2008. The CCG has been assisting in the development of the GL-MSOC by introducing its vessel traffic management information as a component of the overall awareness of Great Lakes maritime security.</p>
<p>Deliver enhanced Marine Security Enforcement Team (MSET) training to relevant CCG employees.</p>	<p>DG, Fleet</p>	<p>► MSET Training is currently on track and on budget. The training contract has been signed for delivery of three MSET training courses for approximately 45 CCG personnel in January, February and March 2008.</p>

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FOCUS ON EFFICIENCY AND EFFECTIVENESS




3.0 Fleet Renewal

3.1 Procurement of New Vessels

Objective:

Procure new vessels to replace those that are beyond their useful life, to improve maintenance of existing vessels through life-cycle management; and to manage the Fleet more effectively through better operational planning processes and the development of clear charging policies.

Commitment	Lead	Results Achieved/Status
2007-2008		
Issue contracts for the mid-shore patrol vessels approved in Budget 2006.	DG, MCP	<p>► A Request for Proposal (RFP) was issued in November 2006. Bids closed in March 2007.</p> <p>► During the course of proposal evaluation it was determined that there was insufficient understanding between bidders and the Crown as to bid evaluation requirements to allow the process to be finalized. In the interest of fairness and the integrity of the procurement process, the initial solicitation was cancelled.</p> <p>► A new RFP that has been clarified and simplified is scheduled to be released in November 2007.</p>
Finalize procurement strategies for the vessels approved in Budget 2007 and begin the procurement process.	DG, MCP	<p>► Mid Shore Patrol Vessel: The formal request for approval to acquire four additional vessels and associated procurement strategy is targeted to be submitted in late 2007.</p> <p>► Offshore Fisheries Science Vessel: The acquisition of one (1) additional Offshore Fisheries Science Vessel (OFSV) was announced in Budget 2007. The conceptual design work for the two (2) OFSV's that were approved in Budget 2006 has been completed. The proposed procurement strategy for the construction and delivery of all 3 vessels is slated for consideration by late this fiscal year. The contract for construction is targeted to be awarded in 2008.</p> <p>► Offshore Oceanographic Science Vessel: The acquisition of one (1) Offshore Oceanographic Science Vessel was approved in Budget 2007. Project planning work is underway with requirement documentation development currently ahead of schedule. Approval to fund the vessel design and project definition phase is targeted for consideration in Spring 2008.</p>




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3.2 Improved Maintenance of the Existing Fleet

Objective:

Maintain its current fleet in accordance with government expectations to improve CCG asset capability, reliability, availability and value at minimum life-cycle cost.

Commitment	Lead	Results Achieved/Status
2007-2008		
Seek Treasury Board approval to establish new refit authority, within the major capital envelope, to facilitate planning and provide both in-year and year-over-year budget stability.	DG, IBMS	<ul style="list-style-type: none"> ▶ A new Refit Authority for the Canadian Coast Guard Agency has been approved by Treasury Board. ▶ All refit resources will be consolidated into one budget enabling improved budget management and facilitating better planning for vessels refits.
Deliver a strategy and plan for the implementation of a vessel survey program for use in developing refit work packages and vessel replacement strategies.	DG, ITS	<ul style="list-style-type: none"> ▶ Condition surveys of CCG's six highest priority vessels have been completed. The strategy and plan to survey remaining vessels (as warranted) will be completed prior to March 31, 2008. ▶ These surveys will inform the Statement of Work (SOW) and planning for vessel refits to minimize vessel time out of service for Coast Guard and other client programs.
Develop and implement selected critical national standard vessel maintenance documentation. To include: 1) A set of standard refit specifications for the Type 1100 Class, 2) A plan for the development of standard refit specifications for remaining CCG vessel types, and 3) A plan for the development of standard maintenance plans for critical ship's systems.	DG, ITS	<ul style="list-style-type: none"> ▶ Templates for development of standard refit specifications and standard maintenance plans have been completed. ▶ The rest of the work is ongoing and is expected to be completed by March 31, 2008.
Conduct a study relating to maintenance strategies, systems, procedures and operations in order to assess the current situation and to inform effective implementation of lifecycle management.	Special Advisor to the Commissioner	<ul style="list-style-type: none"> ▶ The work is well underway. Discussions are taking place within the Coast Guard with people at all levels of the technical community both on vessels and in the shore operations to obtain their assessment of the current situation and their ideas on how it can be improved. ▶ Simultaneous research is underway to assess best practices elsewhere, including in the private sector. ▶ A report on the results of this work will be ready before the end of the fiscal year and will inform the 2008-09 Coast Guard Business Plan.




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3.3 Fleet Operational Readiness

Objective:

Openly and transparently communicate to Parliamentarians and stakeholders the true financial and management resources required for a civilian Fleet that is ready and able to respond to Government of Canada requirements. Develop a new charging model as the basis for simplified service accords with clients, beginning with DFO Science and DFO Fisheries & Aquaculture Management (F&AM).

Commitment	Lead	Results Achieved/Status
2007-2008		
Develop new charging model and performance indicators for internal clients based on the concept of operational readiness.	DG, FLEET	<ul style="list-style-type: none"> ▶ The Agency's new Program Activity Architecture Structure, including Fleet Operational Readiness, has been approved by the Treasury Board. ▶ The objective is to show in one place, the full cost of having a Fleet that is able to respond to the Coast Guard needs and the maritime priorities of other government departments. ▶ Discussions with clients and refinement of the service commitments, performance indicators and charging structure are ongoing. ▶ This work will ultimately lead to revised Service Level Agreements with users of Coast Guard services within government.
Improve coding and business rules for the Fleet Activity Information System (FAIS) to meet Fleet and Client information requirements.	DG, FLEET	<ul style="list-style-type: none"> ▶ The coding and business rules have been changed in the Fleet Activity Information System for the Maritime Security component, meeting CCG Fleet and Client (RCMP) information requirements. ▶ The remaining work is on track.
Define requirements of fleet mission readiness.	DG, FLEET	<ul style="list-style-type: none"> ▶ A draft conceptual framework has been developed to manage the Coast Guard Fleet as a system which is a requirement of fleet mission readiness. ▶ Internal CCG consultations are underway to clearly develop how the Fleet will define its readiness to deliver its' missions for clients and the Government of Canada.
Develop new Enhanced Fleet Planning Process integrated with Business Planning process.	DG, FLEET	<ul style="list-style-type: none"> ▶ The work is on track. An enhanced Fleet operational planning process was put in place for the 2007/08 Fleet Operational Plan, including improved integration of operational, technical and investment (major capital) planning to ensure alignment with the business planning cycle.
Publish a Fleet Annual Report for 2006-2007 that clearly depicts quantitative and qualitative analysis of the Fleet's performance.	DG, FLEET	<ul style="list-style-type: none"> ▶ The work is on track. The Fleet Annual Report is currently being printed and will be available in November 2007.

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4.0 Continued Implementation of Modernization Initiatives

4.1 Aids to Navigation in the 21st Century (AtoN21)

Objective:

As an integral part of strengthening itself as a national Agency, the Coast Guard CCG must work toward national consistency in its planning, reporting and management practices.

Commitment	Lead	Results Achieved/Status
2007-2008		
The national targets for Aids to Navigation of the 21st Century (AToN 21) are as follows:		
<ul style="list-style-type: none"> Increase conversion from 81% to 85% of lighted floating aids to Light Emitting Diode (LED) 	DG, MS	<ul style="list-style-type: none"> The target has been reached. 86.9% lighted floating aids have been converted to Light Emitting Diode (LED) as of September 30, 2007.
<ul style="list-style-type: none"> Increase conversion from 73% to 75% of floating aids to plastic 	DG, MS	<ul style="list-style-type: none"> The percentage of buoys currently converted to plastic, in service, is 74.19%. The plan is to meet the 75% target by the end of the fiscal year end.
Develop business cases for:		
<ul style="list-style-type: none"> Paint facilities 	DG, MS	<ul style="list-style-type: none"> The baseline study of paint facility activities has been completed. One national business case assessing service delivery options for the Coast Guard Agency is being developed.
<ul style="list-style-type: none"> Medium/large plastic versus steel buoys (national study). 	DG, MS	<ul style="list-style-type: none"> The work on medium buoys has been completed. Further work on large steel buoys will be completed by December 2007, based on the international experience with large plastic buoys. The Business Case will be ready for broader consultation by the end of the fiscal year.
<ul style="list-style-type: none"> Regional service delivery for buoys and fixed aids 	DG, MS	<ul style="list-style-type: none"> Progress is behind schedule on this initiative. Regional service delivery option business cases are being developed.
Begin Consultations	DG, MS	<ul style="list-style-type: none"> Some consultations are underway. Structured consultations will take place once the business cases are completed.
Take the following Life Cycle Management and Equipment Standardization actions:	DG, ITS	<ul style="list-style-type: none"> Draft short range aids to navigation equipment standards have been completed with regional

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<ul style="list-style-type: none"> • Develop national standards for the maintenance of short-range aids to navigation equipment, towers and buoys. • Develop a fixed aids Service Delivery directive. • Develop specifications for small and medium plastic buoys, 5 mile Light Emitting Diode (LED), and Synthetic Moorings (SM) under 600 lbs (272 Kg) 		<p>validation to be undertaken through the Fall. The development of draft tower standards is progressing as planned, although some design issues driven by diverse regional geography and environmental conditions remain to be resolved. Service delivery directives, specifications for plastic buoys and the five-mile LED, and synthetic mooring guidelines are expected to be completed by March 31, 2008.</p>
<p>Develop draft of e-navigation (electronic navigation) vision for CCG for future consultations.</p>	<p>DG, MS</p>	<p>► A preliminary draft of a Coast Guard vision of electronic navigation (e-navigation) has been developed but it will require significant work before it is ready for consultation with users.</p>
<p>Develop a strategy for the future of the Canadian Long Range Aids to Navigation (LORAN-C) service subject to the broader international approach to LORAN technology.</p>	<p>DG, MS</p>	<p>► As this is a joint program with the U.S., the development of a strategy has been put on hold pending the outcome of discussions on the future of Loran C by the International Maritime Organization and with the United States. These decisions had been expected early this year but have not yet been taken.</p>

4.2 Integrated Technical Services Strategy Project

Objective:

Develop and implement a national life-cycle materiel management system that will ensure that CCG assets are available, reliable, and safe and are provided at the lowest life-cycle cost.

Commitment	Lead	Results Achieved/Status
2007-2008		
<p>Implement a nationally consistent regional organization <i>Note- See Section 5.2 "Standard Regional Organizations" for further information</i></p>	<p>DG, ITS</p>	<p>► Note- See Section 5.2 "Standard Regional Organizations" for further information.</p>
<p>Deliver a focused plan for the targeted, phased implementation of Maintenance Information Management System.</p>	<p>DG, ITS</p>	<p>► Finalization of the implementation strategy and plan have been delayed as a result of a need to consider possible alternative solutions.</p>
<p>Complete Services Catalogue, with activity costs, to describe the range of CCG's Asset Management Services and allow the preparation of costed work plans and reliable business plan estimates.</p>	<p>DG, ITS</p>	<p>► The Project is progressing. A draft Services Catalogue has been prepared although information on activity costs may not be available until next fiscal year.</p>
<p>Deliver a guidance manual that establishes the procedures and practices to ensure that resource management and the reporting of technical work are completed in a businesslike manner and conform to the Department's and CCG's requirements.</p>	<p>DG, ITS</p>	<p>► The Project is on schedule. The initial draft of the Technical Business Management System Guidance Manual was completed on 30 May 2007. Regional review will take place over the Fall with the final version of the Manual to be promulgated prior to March 31, 2008.</p>




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Complete the technical operating methodologies – Project Management, Risk Management, and Quality Management – that describe the program management procedures and practices.

DG, ITS

► The Project Management Methodology has been completed. Development of the Risk and Quality Management Methodologies is progressing, with both on target to be completed by March 31, 2008.

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-

FOCUS ON PEOPLE

5.0 Effective Management of Our Workforce and Workplace

5.1 Enhanced Human Resources and Succession Planning

Objective:

Strengthen its capacity and process for human resource planning and succession planning by taking on a greater role in human resource planning, including planning requirements for seagoing and shore-based personnel, as well as planning and organizing the delivery of training for all CCG employees.




Commitment	Lead	Results Achieved/Status
2007-2008		
Develop and implement one comprehensive national HR plan for CCG that includes Employment Equity commitments and strategies for recruitment and succession planning of critical groups.	Deputy Commissioner	<ul style="list-style-type: none"> ▶ The preliminary research to develop a national Coast Guard Human Resource Plan has been completed. ▶ The planning and preparation for the development and completion of a national Human Resource Plan, including priorities and accountabilities, is on schedule for the end of fiscal year 2007-08. ▶ Specific measures to implement the Human Resource Plan within the Coast Guard Agency will be reflected in the 2008-11 Business Plan.
Seagoing Personnel Career Development Initiative – Build capacity and program.	DG, FLEET	<ul style="list-style-type: none"> ▶ The plan is on track and the program will be designed by March 2008. ▶ There could be some delays with classification issues.

5.2 Standard Regional Organizations

Objective:

Develop and implement a standard organization model to ensure national consistency in its organizational structure and entrench its core competencies in National Model Work Descriptions (NMWDs).

Commitment	Lead	Results Achieved/Status
2007-2008		
Obtain approval of standard regional organizations and migration strategy from CCG Management Board.	DGs & ACs	<ul style="list-style-type: none"> ▶ The development of the standard regional organizations has been significant and is proceeding on schedule. ▶ The migration strategy will be developed by the end of the fiscal year. The detailed migration plan will then be developed.

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			<ul style="list-style-type: none"> ▶ Consultations with bargaining agents will be held before the standard regional organizations and the migration strategy are finalized.
Develop NMWDs for technical and seagoing positions.	DGs & ACs		<ul style="list-style-type: none"> ▶ National Model Work Descriptions have been prepared and submitted to classification for both Ship's Officer's and management level technical positions. ▶ Completing the rest of the national model work descriptions for all technical and seagoing personnel between now and the end of fiscal year is behind schedule.

5.3 Development of People

Objective:

Deal with risks associated with demographic shifts and ensuing retirements and, ensure the continuity of corporate knowledge and management capacity critical to our operations.

Commitment	Lead		Results Achieved/Status
2007-2008			
Create and staff one senior developmental position within each of the regional Assistant Commissioners' offices to help develop middle management capacity.	AC, NFLD		<ul style="list-style-type: none"> ▶ The positions have been created and the staffing is on schedule. ▶ Candidate selection is expected in December 2007 and assignments will begin in January 2008.
Develop a national training strategy based on best practices. <i>Note- This is closely related to the Key Initiatives- Ongoing Services, Canadian Coast Guard College "Develop a plan to meet the training needs of the Agency in conjunction with the findings of the CCG HR Plan", ED, CCGC</i>	AC, PAC		<ul style="list-style-type: none"> ▶ Preliminary work is underway on strategy development but behind desired target for mid-year. It is expected that this delay will be recovered by the end of the calendar year, and the review will be completed by the end of fiscal year as originally planned.

5.4 Address Operational Issues

Objective:

Address the most pressing operational human resources requirements to ensure the effective continuity of its services and to respond to the needs of our employees.

Commitment	Lead		Results Achieved/Status
2007-2008			
Develop a plan for a phased national implementation of the Performance Review	Deputy Commissioner		<ul style="list-style-type: none"> ▶ A plan has been developed for the full national implementation of the Agency Performance

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Canadian Coast Guard Agency 2007-2008 Mid-Year Review

System used in Quebec Region, which is a best practice.		<p>Review System.</p> <p>▶ Training and information sessions are scheduled for Winter 2008 to begin implementation of the Performance Review System in Spring 2008.</p>
Develop strategic frameworks for collective bargaining with Ships' Crews.	DG, FLEET	
Develop strategic frameworks for collective bargaining with Radio Operations (ROs).	DG, MS	

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KEY INITIATIVES – ONGOING SERVICES

NAVAREAS

Commitment	Lead	Results Achieved/Status
2007-2008		
Finalise relevant documentation and implementation issues with the International Maritime Organization in order to obtain final international endorsement for Canada to implement Global Maritime Distress and Safety System (GMDSS) NAVAREAS in the Arctic.	DG, MS	<ul style="list-style-type: none"> ▶ International approval of the new Canadian administered Arctic NAVAREAs was obtained at the International Maritime Organization (IMO) Maritime Safety Committee 83rd Session held in October 2007. ▶ Detailed implementation plans to be developed. ▶ Service is planned to begin in December 2009.

SAR Needs Analysis

Commitment	Lead	Results Achieved/Status
2007-2008		
Complete the Search and Rescue (SAR) review and begin consultations as part of the Levels of Service Review.	DG, MS	<i>Note- Please see Section 1.1 "Levels of Service Review" for further information.</i>

Renewal of the CCGA Contribution Agreement

Commitment	Lead	Results Achieved/Status
2007-2008		
Renew the CCGA Contribution Agreements.	DG, MS	<ul style="list-style-type: none"> ▶ Authority to renew the Contribution Program is currently in the approvals process. ▶ The partnering arrangements have been updated and redrafted with the six Canadian Coast Guard Auxiliary (CCGA) Associations (which includes the National Council).

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CCG Environmental Response Review




Commitment	Lead	Results Achieved/Status
2007-2008		
Review the national environmental response strategy.	DG, MS	<ul style="list-style-type: none"> ▶ The review of the Environmental Response strategy document is on track. ▶ New work is underway to include the identification of high risk areas in the Arctic to advance the Health of Canada's Oceans ensuring pollution prevention and response measures are appropriate. Implementation will be undertaken in subsequent years. <i>(Note- Health of the Oceans is a new initiative for environmental response that arose after the 2007-08 Business Plan Commitments were developed).</i>

Brigadier General M. G. Zalinski

Commitment	Lead	Results Achieved/Status
2007-2008		
Conduct an assessment and develop a risk-based action plan to deal with the matter.	DG, MS	<ul style="list-style-type: none"> ▶ The work is on schedule. Requests for Proposals (RFP) for munitions and pollutant removal have been developed. ▶ These will inform the more detailed response plans which are being worked out.

Canada Shipping Act (CSA) 2001

Commitment	Lead	Results Achieved/Status
2007-2008		
Ensure functional specialists have the necessary training, authorities and tools to deliver CCG's pollution prevention and/or response activities required upon formal promulgation of CSA 2001.	DG, MS	<ul style="list-style-type: none"> ▶ All PPO cards previously held by CCG personnel are null and void with the coming into force of the Canada Shipping Act (CSA) in 2001. As an interim measure, officers who previously held Pollution Prevention Officer (PPO) designations have been designated as Pollution Response Officers (PRO). ▶ The new PRO powers are focused around the department's role as lead federal agency responsible for ship-source marine pollution and will enhance CCG's ability to respond to actual and potential marine pollution incidents by allowing the functional specialist to direct vessels to take action with respect to a discharge or potential discharge of pollutants. ▶ A Pollution Response Officer training course is under development with a projected pilot course delivery date prior to March 31, 2008.

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Improved Maintenance of Existing Shore-based Infrastructure

Commitment	Lead	Results Achieved/Status
2007-2008		
Establish Centres of Engineering Expertise pilot projects in each of Québec and Pacific regions.	DG, ITS	<p>► Candidate pilot projects have been identified in both Quebec and Pacific Regions.</p> <p>► Development of pilot project Terms of Reference is behind schedule.</p>
Ensure acquisition of standardized maintenance documentation with the purchase of all new CCG shore-based assets.	DG, ITS	<p>► This item has been completed. The requirement for standardized maintenance documentation is now included in Statements of Work for the acquisition of all new shore-based systems.</p>
Develop the plan for condition assessment of high risk remote navigation and communication sites, and based on plan, produce an inventory with the assessment of prioritized actions that may be required.	DG, ITS	<p>► An inspection plan and condition reporting template have been promulgated. High risk sites have been identified by Regions and the information is being collated nationally so that immediate corrective action may be planned and executed as resources permit. A full inventory of CCG sites, complete with survey schedule, will be compiled by March 31, 2008. Plans to remediate medium and lower risk deficiencies will be developed next year.</p>
Develop the plan for the development of maintenance plans for shore-based infrastructure.	DG, ITS	<p>► Coast Guard Integrated Technical Services (ITS) resources have been assigned preferentially to the condition assessment and remediation of high risk remote navigation and communication sites. As a result, the plan for the development of maintenance plans for shore-based infrastructure may be produced only in draft format versus final format.</p>

CCG College




Commitment	Lead	Results Achieved/Status
2007-2008		
Transfer the recruitment and Officer-cadet Management programs from Fleet Headquarters to the College.	ED, CCGC	<p>► The transfer has been completed.</p>
Develop strategies to recruit high-quality instructors for all programs.	ED, CCGC	<p>► Selection processes are underway to fill vacant instructor positions at the Canadian Coast Guard College.</p>
Develop a plan to meet the training needs of the Agency in conjunction with the findings of the CCG HR Plan.	ED, CCGC	<p>► The Canadian Coast Guard College cannot finalize its long term College Training Plan until the Agency's overarching multi-year Human Resource Plan is completed.</p>

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Canadian Coast Guard Agency 2007-2008 Mid-Year Review

Note- this commitment is closely related to Section 5.3 Development of People "National Training Strategy Based on Best Practices" - AC, Pacific.

► In the interim, the College consulted client groups to establish their training needs and developed scheduled training offerings for the Coast Guard for the 2007-08 Reporting period.

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