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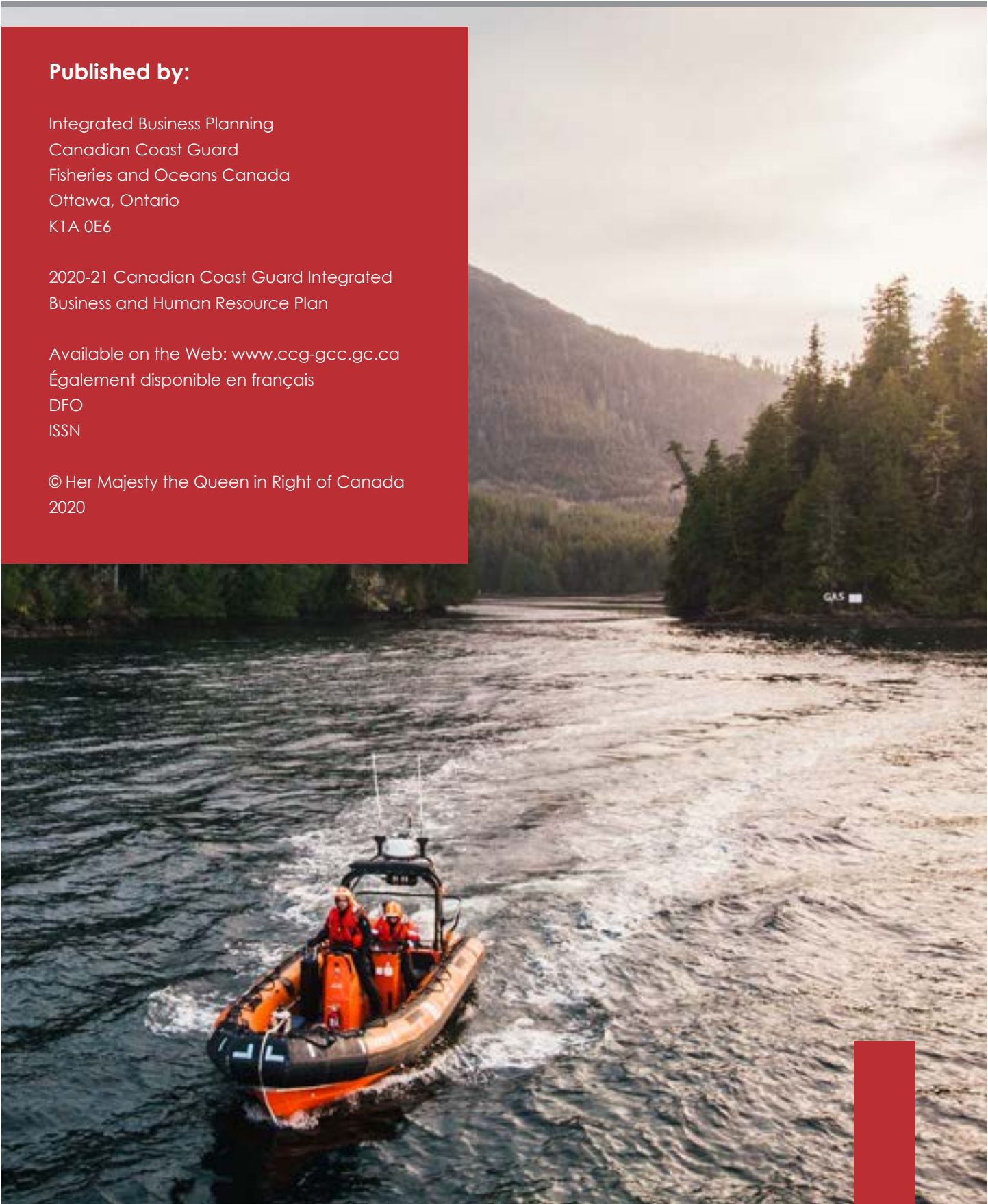
Gouvernement
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2020-21



Canadian Coast Guard

Integrated Business and Human Resource Plan



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Business and Human Resource Plan

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MESSAGE FROM THE COMMISSIONER



I am pleased to present the Canadian Coast Guard's 2020-21 *Integrated Business and Human Resource Plan*. The expectations on today's Coast Guard are more significant than ever before. We face new challenges and, evolving risks, yet I have no doubt that our employees will continue to rise and overcome these challenges.

In my 35 years of working with the personnel of the Canadian Coast Guard, I have witnessed the commitment and dedication to the pursuit of excellence throughout this great organization. Having a healthy, happy, and engaged service is the difference between being in a good place to work and a great one. I firmly believe that this only happens with the contributions that every one of you makes to this great organization.

I often get asked about the people that work in the Coast Guard. My response is always "we are our people". With the ever-changing landscape that we are faced with we need to focus on supporting our employees, recruitment – particularly with regards to diversity of all kinds – training and development, and retention strategies.

The 2020-21 *Integrated Business and Human Resource Plan* (IBHRP) is a critical document written to illustrate the Coast Guard's common course; it ties our vision, purpose, and day-to-day operations together. Within its pages, you will observe an organization undergoing rapid transformation, ambition, and growth. As well, I am proud to include in this *Integrated Business and Human Resource Plan* a people-

cused plan (*People Strategy* - Annex E). The *People Strategy* will provide a picture of where we are today and where we are going.

This year, we look to operate 5 of the 7 new Search and Rescue stations that were funded through the Oceans Protection Plan, continue the delivery of the Indigenous Community Boats Program, we will wrap-up life extension work on the CCGS *Hudson* and welcome the CCGS *Jean Goodwill* into the fleet for the provision of interim capacity while we commence life-extension work on the CCGS *Amundsen*, *Edward Cornwallis*, and *Sir Wilfred Grenfell*. As well, together with the re-established Network for Persons with Disability, we will further our accessibility plan to advance an inclusive workplace.

In the Arctic, the Coast Guard is continuing to engage with Inuit, Métis, and First Nations partners to deliver essential services during the pandemic and advance Canada's priorities in that region. Thank you to all involved in supporting the Arctic region in its mandate to better meet the needs of Arctic communities as part of our reconciliation agenda.

Finally, I'd like to extend my congratulations to the Canadian Coast Guard College for celebrating its 55th anniversary. The CCG College is the centre of maritime training excellence to the Coast Guard and the foundation for our longstanding success in operations.

The accomplishments we've celebrated and the challenges we've overcome throughout our history are a testament to your commitment in our organization. You are the reason we move forward, and the reason I have all the confidence in the world that we will meet the objectives outlined in this document. I thank you all for your contributions and look forward to partnering with you as we head into the future.

Mario Pelletier
Commissioner
Canadian Coast Guard



WHO WE ARE AND WHAT WE DO

The Canadian Coast Guard is the lead federal organization responsible for ensuring marine safety throughout Canadian waters, including engaging in search and rescue operations. Its area of operations covers 243,000 km of coastline and 5.3 million km² of ocean and inland waterways.

The Coast Guard supports Canada's ocean economy by enabling the safe and efficient flow of \$251 billion in marine trade, the handling of more than 342 million tonnes of critical goods, and supporting tens of thousands of jobs across Canada. In recognition of its specific mandate, Coast Guard was established as a Special Operating Agency (SOA) within Fisheries and Oceans Canada in 2005.

Our Mandate

Our mandate derives from the *Constitution Act, 1867*, which assigned the Parliament of Canada exclusive legislative authority and jurisdiction over matters of navigation and shipping, including beacons and buoys within Canadian

territorial waters, as well as all lighthouses and Sable Island. Today, the *Oceans Act* and the *Canada Shipping Act, 2001*, assign the Minister of Fisheries, Oceans, and the Canadian Coast Guard overall responsibility to fulfil the Coast Guard's mandate. Several other Acts provide Coast Guard officials authority to exercise certain powers or perform select duties and functions on behalf of the Minister including the *Marine Liability Act*, the *Emergency Management Act*, the *Arctic Waters Pollution Prevention Act* and more recently, the *Wrecked, Abandoned or Hazardous Vessels Act* (WAHVA).

FLEET AND INTEGRATED TECHNICAL SERVICES

The Coast Guard makes use of a varied and complex physical asset base to deliver services to Canadians. An integral part of the Canadian Coast Guard are Integrated Technical Services (ITS) employees who are trades people, technicians, technologists, engineers, managers and support staff in the regions and headquarters, working collectively to deliver technology integration solutions in order to ensure that the Coast Guard's complex and varied physical assets - managed at optimal life-cycle costs, are capable, reliable and available to deliver Coast Guard programs to Canadians. The following sections provide an overview of the programs that ensure fleet and physical assets are in an optimal state to support the delivery of Coast Guard services.

Fleet Operational Capability

The Fleet Operational Capability program includes fleet operations, fleet management and the staffing of fleet personnel. The program ensures that certified professionals safely operate vessels, air cushioned vehicles, helicopters, and small crafts and are ready to respond to on-water and marine-related needs.

The program is guided by a number of international conventions and domestic marine-related regulations such as the International Safety Management Code, the International Ship and Port Facility Security Code, and the International Labour Code (applicable to Seafarers).

Fleet Maintenance

The Fleet Maintenance program ensures that Coast Guard's vessels, air cushioned vehicles, helicopters and small craft are available and reliable for the delivery of Coast Guard programs. The program also ensures the availability and reliability of these assets through life cycle

investment planning, engineering, maintenance, and disposal services

Activities associated with Fleet Maintenance are guided by a number of international and national trade agreements, legal instruments such as the *Financial Administration Act* and Government Contract Regulations, as well as policies, directives, and guidelines provided by Treasury Board, the Treasury Board of Canada Secretariat, Innovation, Science and Economic Development Canada, and Public Services and Procurement Canada.

Shore-Based Asset Readiness

The Shore-Based Asset Readiness program ensures that the non-fleet assets are available and reliable to deliver Coast Guard programs. The programs supported by Shore-Based Asset Readiness are Aids to Navigation, Marine Communications and Traffic Services, Icebreaking, and Environmental Response.

These non-fleet assets include fixed and floating aids to navigation, such as visual aids (e.g. buoys and daymarks), aural aids (e.g., fog horns), radar aids (e.g., reflectors and beacons), and long-range marine aids, such as the Differential Global Positioning System. They also include the electronic communication and navigation systems delivered through a network of radar, microwave dishes, radios, the information technology tools delivered via more than 300 remote installations, and Environmental Response physical assets used for spill containment (e.g., boom), collection (e.g., skimmers), and storage (e.g., barges).

The Shore-Based Asset Readiness program ensures the availability and reliability of these assets through life cycle investment planning, engineering, acquisition, maintenance, and disposal services.

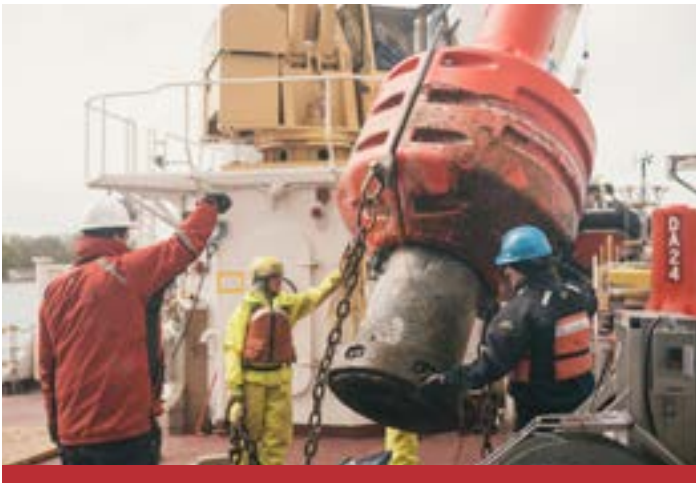
Fleet Procurement

The Fleet Procurement program is responsible for the management of the design and construction of new large and small vessels, air cushioned vehicles, helicopters, and small crafts to support the operational requirements identified in the Fleet Renewal Plan and the Integrated Investment Plan.

The program provides project management support to ensure effective and efficient project integration, scope, time, cost, quality, human resources, communications, risk, and procurement. Activities associated with Fleet Procurement are guided by a number of international and national trade agreements; legal instruments such as the *Financial Administration Act* and Government Contract Regulations, as well as policies, directives, and guidelines provided by Treasury Board, Innovation, Science and Economic Development Canada, and Public Services and Procurement Canada.



OPERATIONAL PROGRAMS AND SERVICES



Aids to Navigation

Canada's Aids to Navigation system is the backbone of marine safety, accessibility of waters, and efficiency of vessel movements. The program includes visual aids (such as buoys, lighted beacons, and light stations); aural aids (fog horns); radar aids (reflectors and beacons); and the testing of Automatic Information System (AIS) aids to navigation. The program is also responsible for the publication of marine safety information for public and industry consumption.

On a day-to-day basis, the Aids to Navigation program helps mariners navigate safely and efficiently by:

- Operating a robust system of floating, fixed, and digital aids to navigation;
- Monitoring and reviewing the reliability and relevance of the Canadian aids to navigation system;
- Ensuring the application of national standards for aids to navigation;
- Providing marine safety information that pertains to the Aids to Navigation and Waterways program, such as the Notices to Mariners (NOTMAR) and Canada's List of

Lights publications and Sailing Directions; and

- Regularly engaging with clients to gather data and discuss concerns or potential changes to any aids to navigation system to ensure that users' input is taken into account.

Waterways Management

Canada's waterways are the trade routes that ensure the safe, secure, and efficient movement of goods to Canadian and overseas markets. The Coast Guard is responsible for channel bottom monitoring, dredging specific segments of the St. Lawrence River (under full cost recovery), and the Great Lakes connecting channels, and providing water-level forecasts in the St. Lawrence River, Fraser River, and the Mackenzie River.

The Waterways Management program ensures the safe, secure, and efficient movement of goods to Canadian and overseas markets by:

- Collecting data on channel bottom conditions through bathymetric surveys, in partnership with Canadian Hydrographic Service and Public Services and Procurement Canada;
- Distributing information about channel bottom conditions publicly through Marinfo, Avadepth, and channel survey paper drawings sent to clients and stakeholders;
- Equipping mariners with the necessary information to make safe passage through Canada's waterways;
- Distributing water level forecasts to mariners; and
- Disseminating survey data and using a carrier service to deliver paper products to clients and stakeholders.

Marine Communications and Traffic Services

Marine Communications and Traffic Services (MCTS) is a national program that provides communication for ships in distress, reduces the probability of vessel collisions and groundings through the monitoring of vessel traffic movements, and is the cornerstone infrastructure for the collection and dissemination of marine information in Canadian waters. The MCTS program ensures a reliable communication system is available 24/7/365 to contribute to the safety of life at sea, the protection of the marine environment, the safe and efficient navigation of shipping in Canadian waterways, and maritime domain awareness.

Services include:

- Providing distress and safety communications and coordination to detect distress situations, and ensure timely assistance;

- Managing vessel traffic by providing timely information and assistance to vessels;
- Providing vessel screening to prevent the entry of unsafe vessels into Canadian waters;
- Managing an integrated marine information system that initiates the emergency response network and supports other government departments; and
- Providing vessel positional information to the Coast Guard Marine Security Operations Centres (MSOC) component, where it becomes an important component of maritime domain awareness used to enhance Canada's maritime security.



Icebreaking Services

Canada is a maritime nation with two icebreaking seasons – the Canadian Arctic in the summer and south of 60° (Atlantic Ocean, Gulf of St. Lawrence, St. Lawrence River, and Great Lakes) in the winter. Given the challenges and extremes of Canadian geography and climate, icebreaking services are essential to facilitate safe and accessible navigation by Canadian and international commercial marine transportation sectors and fishers through and around ice-covered Canadian waters.

The Icebreaking Services program:

- Provides ice-related information, operational awareness, and icebreaking support to vessels transiting through Canadian waters;
- Escorts ships through ice-covered waters and frees vessels beset in ice;
- Monitors, prevents, and breaks ice jams on the St. Lawrence River;
- Facilitates the transportation of goods/supplies to northern communities; and
- Advances Arctic scientific research by providing support to government agencies, and industry operating in Canada's Arctic.

Environmental Response

The Coast Guard's Environmental Response program ensures an appropriate response to marine pollution incidents within 200 nautical miles of the coast of Canada. Its objective is to minimize the environmental, economic, and public safety impacts of marine pollution incidents.

As lead for the federal government responsible for marine ship-sourced and mystery spills, the Environmental Response

program:

- Works with polluters and partners, including Indigenous communities, provinces and territories, response organizations, and other government departments, to coordinate responses to marine pollution incidents;
- Ensures there is an appropriate response to ship-source and mystery-source marine pollution incidents in Canadian waters, including oil and other pollutants; and
- Manages a response when polluters are unknown, unable, or unwilling to respond.



Vessels of Concern

The Coast Guard's Vessels of Concern program manages risks posed by various hazards represented by vessels and wrecks in Canadian waters. In so-doing, the program contributes to the health and safety and socio-economic interests of the Canadian public, as well as to protecting physical infrastructure and the marine environment. As laid out by the *Wrecked, Abandoned, or Hazardous Vessels Act*, the Coast Guard Vessels of Concern program works closely with Transport Canada, which is responsible for abandoned and dilapidated vessels and those that represent obstructions to navigation, and with Small Craft Harbours which is responsible for vessels of concern within their operational domain.

As part of the Coast Guard's incident response continuum, the Vessels of Concern program operates closely with Search and Rescue and Environmental Response programs but can also proactively take action to prevent, mitigate or eliminate hazards posed by vessels or wrecks found anywhere in Canadian waters.

The Vessels of Concern program:

- Uses a national Vessels of Concern inventory and its risk assessment methodology to identify and prioritize vessels of concern across Canada;
- Implements and enforces the *Wrecked, Abandoned, or Hazardous Vessels Act (WAHVA)* across Canada;
- Provides comprehensive Coast Guard-specific training to ensure our officers are appropriately prepared and designated to utilize new WAHVA authorities to hold owners responsible for hazards posed by their vessels; and
- Is working with Transport Canada to develop a long-term owner-financed fund, based on the "polluter-pay principle" to help pay for vessel remediation where owners are unknown or unable to pay.



Search and Rescue Program

The Canadian Coast Guard's maritime Search and Rescue program leads, delivers, and maintains preparedness for the 5.3 million square kilometer maritime component of the federal search and rescue program. This is accomplished with the support of stakeholders and partners, including the Canadian Coast Guard Auxiliary and the Canadian Armed Forces (CAF). Through communication, coordination, and the delivery of maritime search and rescue response and operational awareness, the program increases the chances of rescue for people caught in potentially dangerous on-water situations.

The Coast Guard's Search and Rescue program:

- Jointly operates with the CAF three Rescue Coordination Centres located in Victoria, British Columbia, Halifax, Nova Scotia, and Trenton, Ontario;
- Operates two Coast Guard Maritime Rescue Sub-Centres located in Quebec City, Quebec and St. John's, Newfoundland and Labrador. All maintain an around-the-clock watch, poised to coordinate a joint Coast Guard/CAF response;
- Operates 44 SAR stations and 27 inshore rescue boat stations nationally to deliver an on-water response to search and rescue incidents;
- Assists the Department of National Defence and other agencies in response to aeronautical and humanitarian incidents; and
- Maintains contribution agreements with six volunteer Coast Guard Auxiliary not-for-profit corporations.

Maritime Security

In 2004, the Government of Canada identified the Coast Guard's on-water resources and maritime information

collection capacity as having a key role in the support of national security. Under the *Oceans Act*, the Minister of Fisheries, Oceans, and the Canadian Coast Guard has the mandate to support other government departments and agencies by supplying ships, aircraft, and marine services. This includes Coast Guard support to federal security and law enforcement organizations.

As a maritime security partner within government, Coast Guard's Maritime Security program:

- Contributes to national maritime domain awareness (MDA) by providing and analyzing data from the Coast Guard's Long Range Identification and Tracking system, terrestrial Automatic Identification System, MCTS radar and radio, and observations made by its vessels and aircraft;
- Supports law enforcement by providing crews and vessels to the joint Royal Canadian Mounted Police (RCMP) - Coast Guard Marine Security Enforcement Teams (MSETs) and in support of DFO Conservation and Protection;
- Through its capacity building initiative, assists partner nations in developing maritime skills ranging from small boat operations and maintenance, and SAR and ER procedures, to security-related topics including building maritime domain awareness and creating a cooperative, interagency security model to counter security threats and illegal resource exploitation;
- Provides strategic situational awareness and command, control and communications support to Coast Guard leadership through the 24/7 National Command Centre (NCC); and
- Works collaboratively with other Canadian government maritime stakeholders and international partners to advance maritime cybersecurity in the face of ever-increasing threats.

Canadian Coast Guard College (CCG College)

The Canadian Coast Guard College has been a “Centre of Maritime Training Excellence” since 1965. Located on Cape Breton Island, the CCG College was established to ensure a reliable source of professional marine officers and crew for the Coast Guard. The College has been training qualified and professional Coast Guard marine officers and operational personnel for 55 years, and as the national training organization for the Coast Guard, the College is committed to delivering the highest quality training to support our operational personnel.

The Canadian Coast Guard College:

- Is a national, bilingual, degree-conferring training institution offering a comprehensive four-year training program to develop Marine Engineers and Marine Navigation Officers for the Coast Guard fleet;
- Provides practical and theoretical training to Officer Cadets at College Waterfront Facilities and the Marine Engineering Training Building, as well as on-line;
- Trains Marine Communications and Traffic Services Officers, who receive a 24-week intensive training program consisting of mixed theory, practical, simulated and virtual learning; and
- Offers professional development training to Canadian Coast Guard personnel in Electronics and Informatics, Environmental Response, Search and Rescue, and other areas of operational training.



CANADIAN COAST GUARD STRATEGIC PRIORITIES

The Canadian Coast Guard, like all departments and agencies, is responsible for implementing the government's priorities and our Minister's mandate letter commitments. As an organization, we also strive to ensure our organizational structure, processes, and procedures are optimal to support the effective and efficient delivery of services to Canadians. The following section provides an overview of some of the key Government of Canada priorities we support and organizational changes we are implementing.

PEOPLE

The Canadian Coast Guard's most valuable resource is its people. Every day, from coast to coast to coast, employees deliver essential services to Canadians. Our employees allow Coast Guard to implement any priority and respond to any call, for the greater good. They maintain aids to navigation, crew vessels, assist grounded vessels and mariners in distress, keep our waters safe, and perform the myriad critical support functions – in a range of workplace environments – that enable front-line operations.

The Coast Guard could not succeed without the success of its people, which is why it's imperative that we have the processes and procedures in place to ensure our employees have the skills necessary to perform their duties. As with many organizations, we face challenges to quickly backfill employees who retire or depart, recruit and retain employees, and provide a healthy work environment that includes training, development and career advancement. Further complicating our challenges are the wide spectrum of skillsets we need to recruit and retain in a timely way, not only to maintain operations but to respond to new priorities of the government.

As we continue to deliver services in this new and evolving

environment, it is equally important to support the physical and mental well-being of our employees. We must also not lose sight of the important work we are undertaking to ensure we have the right people with the right skills in the right places, and this work is the focus of the newly created Personnel Directorate.

The Coast Guard has long held the belief that having a diverse workforce representative of the communities we serve only strengthens our organization. However, we, as all Canadians, have become more aware that there is still much work to be done to ensure the Coast Guard is representative and free of racism and systemic barriers to the full participation and belonging of all current and prospective employees.

Annex E includes the *Canadian Coast Guard People Strategy* that was launched by the Force Generation team in response to the organizational changes that continue to strengthen and expand the core programs of the Coast Guard. The initial findings from the consultations to develop this strategy support the creation of the newly formed CCG Personnel Directorate.



Accordingly, the Personnel Directorate will work across the organization, to focus on recruitment and retention; training and learning; career management and development; diversity and inclusion; and, wellness.

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Training		
Develop a Coast Guard Training Governance	DG Personnel	Winter 2020-21
Develop and commence implementation of a plan to modernize and expand modes of training delivery as well as support a Learner-Centred culture	DG Personnel	Winter 2020-21
Wellness		
Continue training (e.g., The Working Mind, Trauma Resiliency Training, etc), support "Train the Trainer", and implement Critical Incident Stress Management, including access to Mental Health professionals	DG Personnel	Ongoing though Fiscal 2020-21
Pilot an enhanced fitness project for seagoing personnel	DG Personnel	Summer 2020
Renew the Awards and Recognition intranet page	DG Personnel	Fall 2020
Launch the new uniform contract and electronic storefront	DG Personnel	Summer 2020
Recruitment		
Launch a CCG Lesson Plan for Secondary school and an "Adopt a Ship" pilot with the Canadian Geographic Teachers' network	DG Personnel	Summer 2020 and Winter 2020-21 respectively
Launch a gender parity study	DG Personnel	Winter 2020-21
Commence consultations on uniform redesign for gender/diversity/functionality	DG Personnel	Winter 2020-21
Career Management		
Launch the online Fleet Career Portal	DG Personnel	Fall 2020
Commence technical development of a competency-based career management tool for launch in 2021-22	DG Personnel	Winter 2020-21

GOVERNMENT OF CANADA INITIATIVES

Oceans Protection Plan

Announced on November 7, 2016, the \$1.5-billion Oceans Protection Plan's (OPP) goal is to protect Canada's coasts in a way that promotes environmental sustainability, safe and responsible commercial use, and increases collaboration with coastal and Indigenous communities. This five-year initiative saw great successes that we can build on to bridge to the federal government's Blue Economy Strategy.

The next phase of OPP will ensure efforts to protect our oceans, coastlines and the environment, provide efficient transportation, maintain public safety, and stimulate the economy well into the future.

This fiscal year Coast Guard, with program partners, will continue the implementation of the Oceans Protection Plan to protect Canada's coasts by:

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Twillingate Search and Rescue Station in Newfoundland and Labrador is operational	DG ITS	May 2020
Victoria Search and Rescue Station in British Columbia is operational	DG ITS	Spring 2020
Tahsis Search and Rescue Station in British Columbia is operational	DG ITS	Winter 2020
Continue the delivery of the Community Boats project	DG Response	March, 2021
Continue working with program partners to advance the implementation of OPP	All DGs/ACs	March, 2022
Commence work with program partners on the proposed next phase of OPP	All DGs/ACs	Ongoing



Blue Economy

A Blue Economy is about harnessing the potential of our oceans, seas, lakes, and rivers — resources that Canada is privileged to have in abundance — to make life better for all, particularly women, young people, Indigenous peoples, and people living in developing countries. As the federal government works with valued partners and stakeholders to develop a comprehensive Blue Economy strategy for Canada, the Coast Guard will readily assist and support the government and its partners, as required.

When called upon, the Coast Guard will:

- work closely with DFO in the development of the federal strategy and participate in engagement activities; and
- enhance and focus activities related to innovation that support the Blue Economy in key areas.



Greening Government Strategy

In Canada and abroad, the effects of climate change are becoming increasingly evident. Impacts such as coastal erosion; thawing permafrost; more severe heat waves, droughts, and flooding; ecosystem changes; and risks to critical infrastructure; and food and water security, are daily threats. The science is clear that human activities are driving unprecedented changes in the Earth's climate, which pose significant risks to human health, security, and economic growth.



Greening government operations will support Canada's sustainability goals already established under the Paris Agreement on climate change and in the Pan-Canadian Framework on Clean Growth and Climate Change. This Greening Government Strategy is consistent with the United Nation's 2030 Agenda for Sustainable Development and the Federal Sustainable Development Strategy.

The Coast Guard will:

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Work with the Treasury Board Secretariat to contract/lead studies under the "Decarbonisation of the National Safety and Security Fleet" umbrella	DG IPE	Spring 2021
Create an Innovation Committee to advance Coast Guard's contributions to the Strategy	DG IPE	Spring 2020
Proof of Concept - Kinetic Energy Harvesting Aboard Coast Guard Vessels (ISC Challenge)	DG IPE/DG ITS	Fall 2020

Major Resource Projects

In August 2019, the Government announced the new *Impact Assessment Act* and the new *Canadian Energy Regulator Act* to deliver on its promise to put in place better rules for major resource projects. These new rules will also help to protect the environment and communities, advance reconciliation with Indigenous peoples, and ensure that sustainable projects can proceed. Going forward, federal assessments of proposed projects will involve consideration of positive and negative impacts on the environment, economy, socio-economic matters, and health. These new rules aim to make federal decisions about projects related to mines, pipelines, and hydro dams more transparent while ensuring decisions are guided by science, Indigenous knowledge, and other evidence.

The Coast Guard will become implicated in the process to assess major resource project proposals when there is a marine shipping component. For example, prior to construction of a proposed pipeline to a specific marine terminal or port, the Coast Guard would:

- provide marine shipping expertise to project review panels associated with legal proceedings;
- engage Indigenous groups as a member of the Crown consultation teams; and
- develop and implement measures to address particular concerns of potentially affected Indigenous groups.



The Coast Guard is currently implicated in a number of complex major resource projects spread across each of the organization's four regions. For instance, the Coast Guard is markedly advancing two major project reviews: Trans Mountain Expansion Project (TMX), and the Roberts Bank Terminal 2 Project (RBT2).

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Develop and Launch CCG Governance to Support Implementation of TMX and Major Project Reviews.	DC Operations	Summer 2020
Sign a MOU with the Pacheedaht First Nation to build and co-manage a multipurpose marine facility at Port Renfrew, BC.	AC Western	Summer 2020
Contribute to the RBT2 Whole of Government Response and Indigenous Consultation process.	DC Operations/ AC Western Region	Winter 2021

FULL RENEWAL OF THE CANADIAN COAST GUARD FLEET

With an average age of 39 years for the large fleet, Coast Guard's ageing vessels are in need of replacement in order to meet increasing operational pressures and perform required statutory missions. Vessels in the existing fleet are becoming more costly to maintain and are more frequently taken out of operation for unscheduled repairs, placing further strain on the existing fleet. To combat this growing operational risk, while Coast Guard is working to procure new vessels, it is also taking measures to extend the life of its current fleet and implementing interim solutions to sustain operational capabilities.

(VLE) program to increase both the reliability and availability of Coast Guard vessels and the acquisition of interim icebreakers to ensure there is no gap in service during VLE work periods.



To sustain its operational capability, the Coast Guard is:

- utilizing the Government of Canada funding announced in 2019 for the renewal of Coast Guard's large vessel fleet with up to 16 Multi-Purpose Vessels, up to six program Icebreakers, and two Arctic Offshore Patrol Vessels, in addition to the five new ships that were already part of the National Shipbuilding Strategy; and
- utilizing funding provided to implement interim measures, including a comprehensive Vessel Life Extension

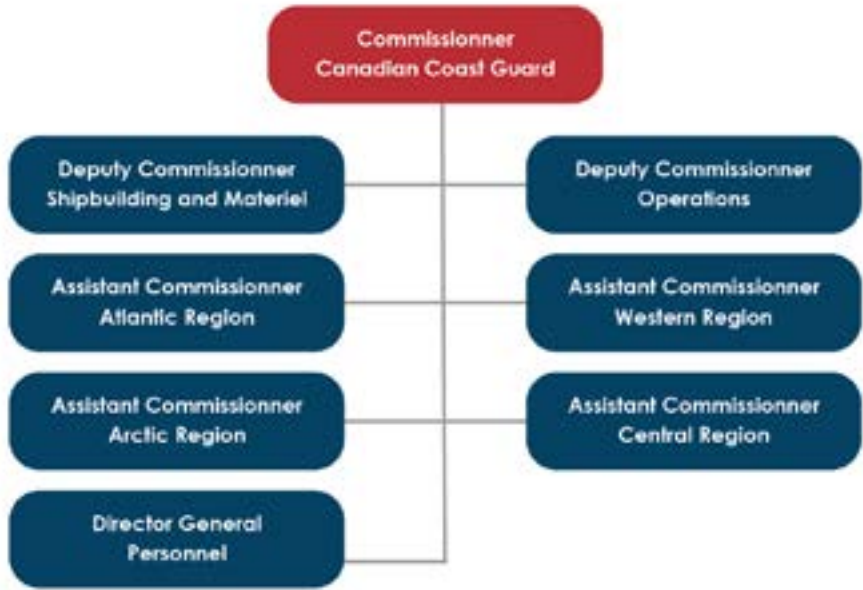
Key deliverables that we can expect in 2020-21 to ensure on-water operational capability are:

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Completion of the conversion work on the CCGS <i>Jean Goodwill</i>	DG ITS	Fall 2020
Completion of the conversion work on the CCGS <i>Vincent Massey</i>	DG ITS	Winter 2020
Acceptance of the CCGS <i>John Cabot</i>	DG VP	Fall 2020
Commence CCGS <i>Amundsen</i> alongside VLE	DG ITS	November 2020
Commence CCGS <i>Sir Wilfred Grenfell</i> VLE	DG ITS	December

STRENGTHENING CANADIAN COAST GUARD GOVERNANCE

Organizational Changes

To ensure Coast Guard is best placed to deliver results in the near-term and strategically plan for the long-term, Coast Guard announced organizational changes on November 14, 2019.



To strengthen the management of key assets, the Strategy and Shipbuilding sector became the Shipbuilding and Materiel sector, bringing together Integrated Technical Services and Vessel Procurement directorates to support the full lifecycle management of equipment from new ships to the most remote communication towers in Canada.

The Operations sector was strengthened by creating a new Response Directorate and aligning all program functions from program policy development to implementation under discrete program managers. The Operations Directorate continues to be responsible for all fleet-related activities, maritime domain awareness, and Marine Navigation. The Response Directorate is responsible for all frontline response programming including, Incident Management, Search and Rescue, Environmental Response, and Vessels

of Concern.

To bolster support to headquarters, the Innovation, Planning, and Engagement Directorate was stood up. This new directorate includes Transformation and Innovation, Integrated Business Planning, Stakeholder Engagement and Internal Communications, and Event Planning.

People are our strength, and as such a new Personnel Directorate has been created to support recruitment, training and learning, career management, and wellness, among other priorities.

To continue the strengthening of Coast Guard Governance, the Agency will be working towards:

COMMITMENT	DG(s) Responsible	Expected Deliverable Date
Establish up-to-date and reliable funded shore-based organizational charts	DG Personnel	Winter 2020-21
Update the College Organizational Structure	DG Personnel	Winter 2020-21
Publication of Coast Guards overall Concept of Operations – How we Deliver	All DGs/ACs	Winter 2020-21
Development of an International Engagement Framework	DG IPE	Summer 2020
Development of an International Engagement Strategy	DG IPE	Winter 2020-21
Development of an Industry Engagement Strategy	DG IPE	Winter 2020-21



Management Board and Sub-Committees

The Canadian Coast Guard Management Board is the senior advisory body to the Commissioner of the Coast Guard. Consistent with the Treasury Board of Canada Secretariat's *Policy on Results*, the Coast Guard has established a governance structure to promote results-based decision-making. The governance structure also promotes clear accountabilities and as a result, several sub-committees report to Management Board. Following the revisions to our organizational structure, the terms of reference for Management Board and the sub-committees are being reviewed and updated.

Departmental Initiatives

To ensure our employees have the necessary tools to provide complete, accurate, and timely information, Coast Guard is participating in two departmental initiatives. The implementation of a new financial system, "SAP" and the implementation of an electronic document and records management solution, known as GCdocs.

SAP

Under Fisheries and Oceans Canada, the Coast Guard is moving ahead to replace and modernize its current "ABACUS" system (Oracle Financials) with the Government of Canada standard, SAP for Financial Systems. This is a key initiative that will transform the Coast Guard's internal services. Our financial systems are vital tools for all our programs; they touch many of the processes the Coast Guard uses daily, such as procurement, payments, managing assets and inventories, and developing budgets. These systems support our strategic decision-making and enable statutory reporting. The expected "go-live" date for the new SAP financial solution is April 1, 2021.



GCdocs

GCdocs is the official electronic document and records management solution (EDRMS) and is used to create, collect and preserve information classified up to the level of "Protected B".

As an enterprise-wide platform, GCdocs facilitates the digital approach to the way Coast Guard works, replacing the vast network of shared drives with a single repository. Accessed via both desktops and mobile platforms, GCdocs fully integrates with GCCMS, MS Office (including email), SAP, GCCase, and enables the digital ATIP process.

Accrual Accounting

This initiative will see DFO/CCG adopt accrual budgeting as a mechanism to ensure long-term capital funding to support the investment and lifecycle management of all of its asset portfolios. The adoption of accrual budgeting will provide predictable and stable capital funding for DFO/CCG and position the Department to leverage its asset portfolio to better support the delivery of Government's priorities across the spectrum of the Departments programs and services.

Pending a Federal Budget decision, the anticipated "go-live" date for accrual budgeting will be April 1, 2021.



ANNEX A

CANADIAN COAST GUARD OVERVIEW

National Level

As a Special Operating Agency, the Coast Guard is led by a Commissioner who is supported by a Deputy Commissioner, Shipbuilding and Materiel, a Deputy Commissioner, Operations, and a Director General, Personnel. The Coast Guard is comprised of four regions spanning coast to coast to coast and includes the newly established Arctic region, along with the Atlantic, Central, and Western regions. Each region is led by an Assistant Commissioner who reports to the Commissioner.

Regional Level

While the Coast Guard plans at a national level to ensure consistency in the design and delivery of programs, regions are responsible for program delivery. While all four regions deliver the core Coast Guard programs, the focus in each region is different, depending on climate, geography, and client needs.

Arctic

The Government of Canada announced the creation of new Arctic regions for Fisheries and Oceans Canada and the Canadian Coast Guard on October 24, 2018. The Arctic regions now have Fisheries and Oceans Canada and Canadian Coast Guard headquarters based in Rankin Inlet, Nunavut, and Yellowknife, Northwest Territories respectively.

The Coast Guard is engaging and collaborating with Inuit, First Nations, and Métis governments and organizations, provinces and territories, and other northern partners on the priorities of the new Arctic regions and to re-align programs

and services to meet the needs of northern communities better.

To continue standing-up the region, Coast Guard will collaboratively establish governance model(s) to advance priorities, continue to create new opportunities for employment in the North, identify priority areas of investment and establish a governance framework for the Northern Low Impact Shipping Corridors to improve capacity and marine safety in the Arctic.

In addition to contributing to the delivery of national priorities, the region will focus on continued engagement of local partners, the development of alternative service delivery models, investing in Search and Rescue and Environmental Response, expanding capacity, presence, programs, and service delivery in the North, developing an Indigenous recruitment strategy with DFO, and reflecting northern priorities in policy and program design and implementation.

Atlantic

The Atlantic region operates in a vast geographical area comprising the four Atlantic provinces, the eastern half of Quebec, and the northwest quadrant of the Atlantic Ocean. The region delivers services covering more than 29,000 km of shoreline, 2.5 million km² of continental shelf, and 5 million km² within the Northwest Atlantic Fisheries Organization Regulatory Zone (2.3 million km² inside 200 nautical mile limit, and 2.7 million km² outside 200 nautical mile limit).



Central

The Central region operates in a unique context covering the Great Lakes and the St. Lawrence Seaway, which includes maritime movements impacting 100 million people who receive goods by sea. This is a vital transportation network for goods traded between North American and more than 59 overseas markets. More than 100 commercial ports and wharves are operational within the region. These activities represent \$34.6 billion in economic activity and 227,000 jobs in Canada and the United States.



Western

The Western region comprises a large landmass as well as 27,000 km of coastline and international search and rescue obligations out to the mid-Pacific. The Western region does not experience large swings in on-water seasonality like the other regions (sea ice is non-existent) and therefore experiences a consistently high volume of activity on the water. Almost 50 per cent of all Marine Communications and Traffic Services national vessel traffic movements take place in the Western region and for the most part, Aids to Navigation, Search and Rescue, Environmental Response and Vessels of Concern programs do not experience a lull during the winter months, excluding the far-reaching areas of the North.



FINANCIAL RESOURCES

In the 2020-21 Department of Fisheries and Oceans (DFO) Main Estimates (tabled in Parliament on February 27, 2020), the Canadian Coast Guard received \$1.38B of the department's total allocation of \$3.46B. The Coast Guard's allocation comprises three budgetary areas, also known as votes.

Our Operating Budget or "Vote 1" represents our largest planned expenditure item at \$724.9M. It should be noted that the majority of these expenditures occur in the regions, delivering the frontline services that mariners require.

The Government of Canada has been heavily investing in renewing our assets as well as refurbishing and modernizing our existing shore and seagoing infrastructure and this is reflected in our Capital Budget or "Vote 5" planned expenditures of \$627.1M.

In addition to delivering services directly to Canadians, Coast Guard also makes Grants and Contributions available to eligible external parties to build capacity and support the delivery of specific services. Our planned Grants and Contribution Budget, or "Vote 10" included \$26.5M of planned expenditures. These are, however, preliminary estimates and are subject to change during the year owing to operational requirements.

The breakdown by Program can be found in Annex C.

HUMAN RESOURCES

Canadian Coast Guard's most valuable resource is its people; every day, from coast to coast to coast, employees put their lives on the line to deliver essential services to Canadians. Our personnel allow Coast Guard to implement any priority, respond to any call, or any command, when asked, for the greater good. They open stations, build vessels, help assist grounded vessels and mariners in distress, keep our waters safe, and perform important corporate functions that enable operational work.

As of June 30, 2020, the Canadian Coast Guard had 6,149 employees, approximately 87 per cent of whom work outside the National Capital region and approximately 47 per cent of our employees are sea-going. Career options within the Canadian Coast Guard are as diverse as the country in which we operate and include approximately 24 occupational categories and provide both shore-based and seagoing opportunities. Coast Guard is also committed to ensuring its workforce is reflective of Canadian society and undertakes recruitment activities to support this endeavour.

Annex D provides the Human Resources information by Program.



ASSETS, INFRASTRUCTURE, AND REAL PROPERTY

Coast Guard's responsibility extends to Canada's 243,000 km of coastline with operations over approximately 5.3 million km2 of ocean and inland waters thus requiring our large asset and infrastructure base. While Canadians think of the Coast Guard's iconic red and white vessels, our asset and infrastructure base is varied and ranges in complexity from large icebreakers and national networks of communication and navigation systems to small hand-held radios.

Coast Guard also makes use of real property assets owned or managed by DFO such as bases, lighthouses, and small craft harbours.

The complexity and costs associated with maintaining such a substantial asset, infrastructure, and real property base are extensive; however, as a client-focused organization, we must endeavour to meet the rapidly evolving technological demands of our clients. The marine industry has seen and will continue to see changes in navigational technology, vessel size and propulsion, and the adoption of artificial intelligence. The rapid pace of change in technology in today's world requires us to continue to perform adequate research to innovate while ensuring the prudent use of funds.

The following provides an overview of regional operations and allocation of fleet assets:



ANNEX B

CANADIAN COAST GUARD RISKS

The 2020-21 Canadian Coast Guard Integrated Business and Human Resource Plan was developed with a focus on our organization's key risks, including both threats and opportunities. Using the Departmental Risk Profile, discussions were held with all sectors and regions to better understand and describe what risks were most critical to our organization.

The following section elaborates on those discussions and identifies threats and opportunities that are most critical to Coast Guard. Moving forward, the risk assessment process will move to a multi-year cycle to coincide with the multi-year business planning cycle. Where appropriate, risks will be updated as new risks emerge or as the risk environment changes.

CCG RISK/OPPORTUNITY	RISK STATEMENT	COMMITMENTS
Workforce	There is a risk, that as a people-centred organization that attracts, trains, supports, challenges and retains its employees, ensuring that they have the skills necessary, we may not be able to have the people when and where required.	<ul style="list-style-type: none">Recruitment and RetentionTraining and LearningCareer ManagementWellness
Assets, Infrastructure, and Real Property	There is a risk that CCG will not be able to continue to deliver services while maintaining its existing ageing asset and infrastructure until investments to modernize our infrastructure are brought into service.	<ul style="list-style-type: none">Fleet Renewal/Vessel Life Extension and Interim MeasuresSupporting Infrastructure for the Future FleetSupporting Infrastructure for the Current FleetShore-Based Asset Readiness programReal Property Investments
Working Collaboratively with Indigenous Partners	There is an opportunity for Coast Guard to advance reconciliation and meaningfully build on our good relationships with our Indigenous partners in the marine safety regime.	<ul style="list-style-type: none">Develop and implement a national approach to Indigenous relationsCreation of a Strategic Framework to guide on-going collaboration with Indigenous partners

CCG RISK/OPPORTUNITY	RISK STATEMENT	COMMITMENTS
Responding to Current Operational Requirements / Emergency Management	There is a risk given the increased demand for Coast Guard to respond to maritime incidents and emergencies that the Agency is not fully prepared to address.	Build and maintain Emergency Management Capacity
Identifying and Responding to Future Operational Requirements	There is a risk that Coast Guard will not be able to identify and thus position itself to respond to increasing and rapidly evolving operational requirements.	<ul style="list-style-type: none">Industry EngagementInternational EngagementImproved Coordination of Stakeholder ArrangementsLeadership and Innovation
Member Safety	There is a risk that Coast Guard employees will continue to face new and evolving threats to their safety in the delivery of services.	<ul style="list-style-type: none">Identification of best practices and lessons learnedWorking with departmental partnersSupporting employees and providing up to date guidance
Security Culture	There is a risk that CCG will not be able to respond to the rapidly evolving and increasing security threats.	<ul style="list-style-type: none">Assessing current training and infrastructure requirements and revising as requiredMaintain awareness of cyber security risksUndertake threat and risk assessments and develop Business Continuity Plans



ANNEX C

FINANCIAL RESOURCES - (PER THE 2020-21 DEPARTMENTAL MAIN ESTIMATES)

BUDGET BY PROGRAM		
Fleet Operational Capability \$297.7M 21.6%	Fleet Maintenance \$310.6M 22.5%	Fleet Procurement \$363.4M 26.4%
Shore-Based Asset Readiness \$172.2M 12.5%	Search and Rescue \$45.0M 3.3%	Environmental Response \$78.0M 5.7%
Maritime Security \$9.5M 0.7%	Marine Communications & Traffic Services \$38.4M 2.8%	Aids to Navigation \$21.9M 1.6%
Canadian Coast Guard College \$14.4M 1.0%	Waterways Management \$6.7M 0.5%	Icebreaking Services \$20.4M 1.5%

OPERATING BUDGET \$ 724.9M IN OPERATING FUNDS		
HQ \$325.4M	Atlantic Region \$154.7M	Central Region \$133.4M
Western Region \$95.7M	CCG College \$14.0M	Arctic Region \$1.8M

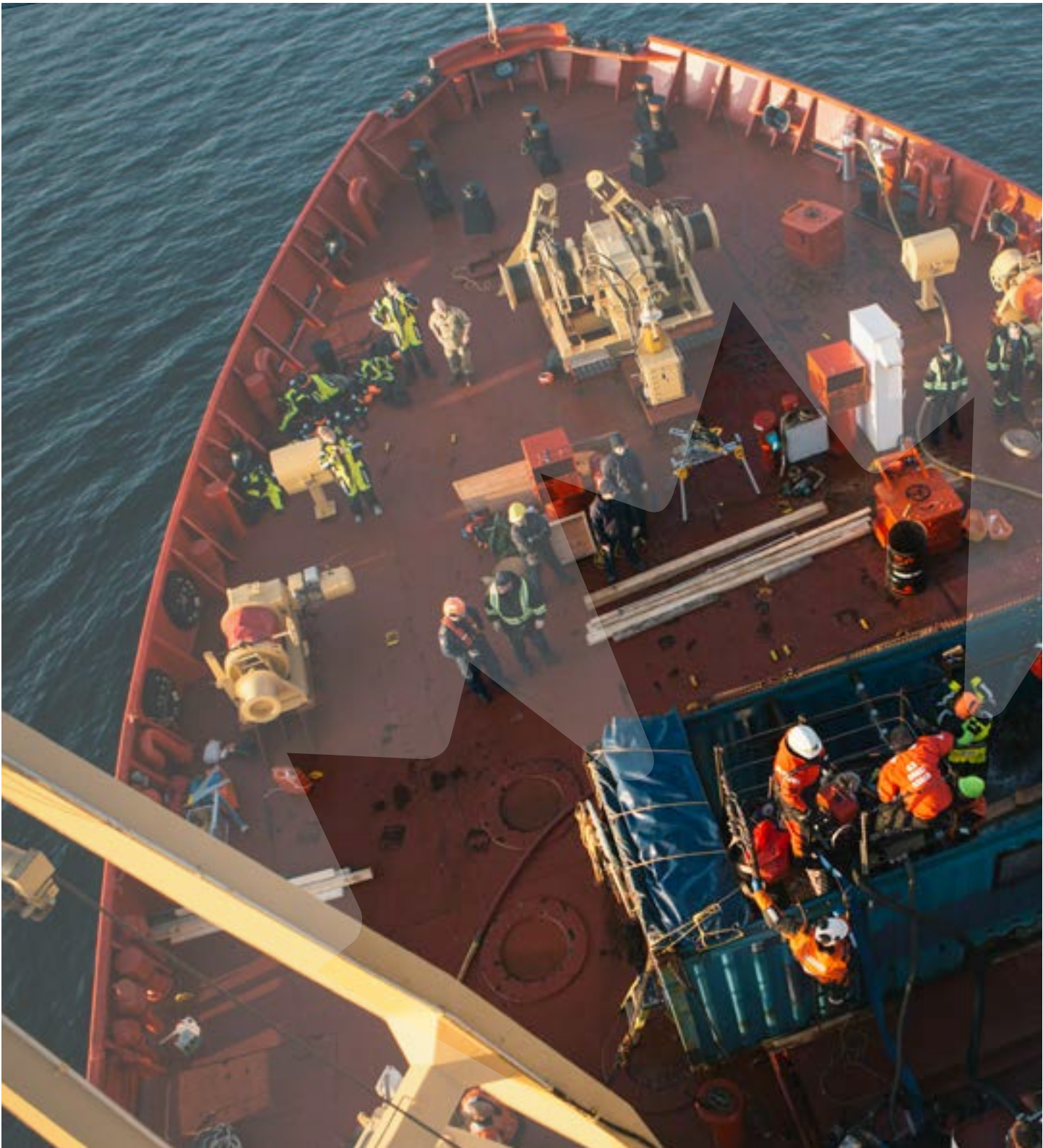
CAPITAL BUDGET				
\$627.1M in capital investments broken down as follows:				
Implementation of TMX	Procurement of new ships	Implementation of the Oceans Protection Plan	Vessel Life Extension and Mid-Life Modernization	Refurbishment and replacement of infrastructure, equipment, & systems
\$23.7M	\$365.1M	\$44.3M	\$47.9M	\$146.0M

GRANTS & CONTRIBUTIONS BUDGET				
\$26.5M in the following programs:				
Trans-Mountain Pipeline	Ocean Protection Plan	CCG Auxiliary	World Class Phase 3	PIER
	\$3.5 M	\$5.02M	\$1.75M	\$2.0M

Why does Coast Guard spend?

- To protect the 16,000 mariners navigating on Canadian waters;
- To protect the marine environment from marine spills; covering an area of 7.1 million km2
- To support economic growth by being Canada's on-water economic enabler; Marine transportation accounts for over \$210 billion in trade and approximately 250,000 jobs

- Ensure Canada's sovereignty and security along 275,000 km of coastline by establishing a strong federal presence on the water



ANNEX D

HUMAN RESOURCES

Workforce Development

- The Canadian Coast Guard has **6,149 employees***:
 - » **NCR / College:** 1,151 Employees
 - » **Arctic:** 13
 - » **Atlantic:** 2,039 Employees
 - » ****Central:** 1,618 Employees
 - » **Western:** 1,328 Employees
- **2,879** Seagoing Personnel
- **194** Students (FSWEP, COOP, YASEO)



Since the creation of the Ocean Protection Plan (OPP) and further to the Comprehensive Review (CR) initiative, the Canadian Coast Guard has hired **554** employees across the country; 247 as a result of the OPP and **307** as a result of the CR initiative. **Includes: Casual, Indeterminate, Seasonal, Students, and Terms*

***Arctic CCG is continuing to staff its organizational structure in the North as part of the administrative re-alignment announced by the Deputy Minister on June 1, 2020.*

Extracted from PeopleSoft as of June 30th, 2020

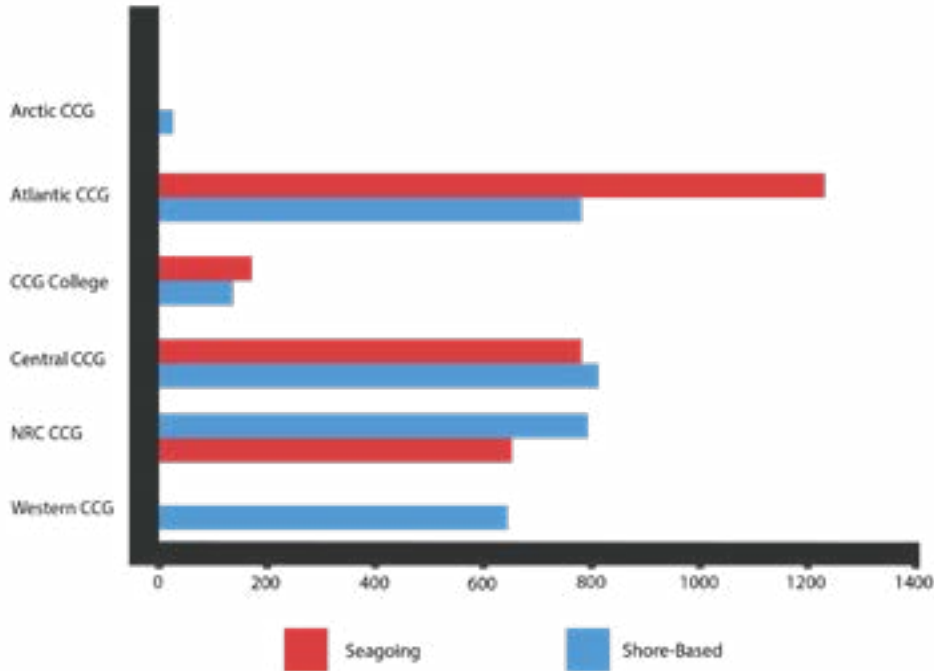
2020-21 PLANNED FULL TIME EQUIVALENT (FTE) BREAKDOWN		
Fleet Operational Readiness FTE: 2,850	Shore-Based Asset Readiness FTE: 857	Marine Communications and Traffic Services FTE: 385
Coast Guard College FTE: 256	Maritime Navigation FTE: 217	Environmental Response FTE: 338
Maritime Security FTE: 81	Search and Rescue Services FTE: 141	
Extracted from GCInfoBase Report on June 30th, 2020		

Employment Equity in the Workforce

- Women: 26%
- People with Disabilities: 4%
- Indigenous: 3%
- Visible Minorities: 4%

DFO DATA (Self-Reported) as of June 30th, 2020, Total Employees 5,698 Excludes: Students, Casuals, and Terms (>3 Months)

Shore-based vs Seagoing Personnel
As of June 30, 2020



ANNEX E





We are our people

THE CANADIAN COAST GUARD'S PEOPLE VISION:

*Recruitment and development of a diverse, highly
trained, professional, at-the-ready workforce – for
today and tomorrow.*



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INTRODUCTION

For many years, the Canadian Coast Guard has served the Canadian people in the most challenging marine environments. The Canadian Coast Guard protects the lives of mariners, the marine environment, and is one of the most important enablers for Canada's exports and imports by keeping marine traffic flowing efficiently 24/7, 365/year. The Canadian Coast Guard's name resonates strongly with Canadians. A nationally recognized symbol of service and safety, the Canadian Coast Guard owns and operates the federal government's civilian fleet and, by providing key maritime services to Canadians, has an important impact on their lives.

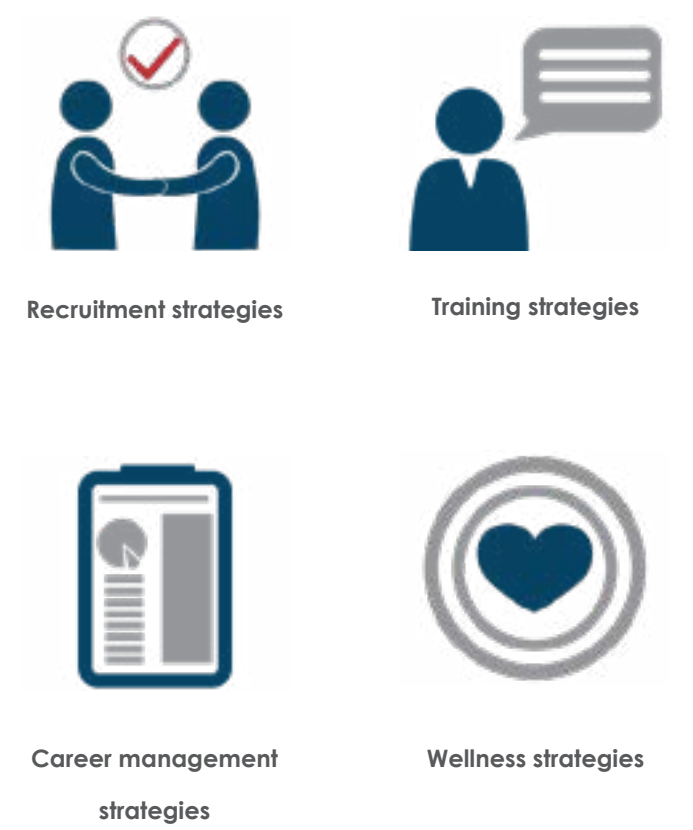
Across the Agency's diverse mission set, on all its platforms and in every location, its 6000+ talented people perform and support Canadian Coast Guard's work day and night, at sea and ashore. This *Canadian Coast Guard People Strategy (People Strategy)* provides employees with a vision to further developing our workforce, now and in the future.

In 2017, after years of funding reductions, the Canadian Coast Guard received an unprecedented and generational investment in its people, assets, and infrastructure that will provide the capability to restore assets and core programs, which will further strengthen its ability to protect mariners and the marine environment. These changes, along with others, such as partnering with Indigenous communities and building fleet capacity, have meant the expansion of certain programs and the provision of new ones. In turn, the changes have made the recruitment, training, career management, and support of Canadian Coast Guard employees more vital than before.

With these evolutions, the Canadian Coast Guard must also address externally driven workforce challenges. An increasingly competitive labour market, generational and demographic changes, and new personnel approaches across the Canadian public service and industry are changing the landscape. Our people strategies must be agile, flexible, adaptive, and efficient to successfully attract, develop,

retain, and reward a talented, diverse, and inclusive workforce.

Now is the time to focus on our people. To meet these changing demands, this *People Strategy* charts an ambitious course for evolving our leadership competencies, career paths, workplace climates, incentives, support systems, training programs, and professional development. Its goal, through the work of a dedicated Personnel Directorate, is to assist managers to provide the right people, with the right competencies and experience at the right time, by focusing on the following four pillars:



EXECUTIVE SUMMARY

The *Canadian Coast Guard's People Strategy* was first launched by the Force Generation team in response to organizational changes strengthening and expanding core programs. The growth of the Environmental Response mission, the creation of the Vessels of Concern program, the findings of the Seafarers' Establishment project, the emphases on Indigenous relations and recruitment – to name a few – while exciting may result in some inconsistencies in approach. Personnel are producing products to guide consistent approaches for program managers, to address gaps, ensure future success, ensure ability to meet program demands, and support the shift to a training and learning organization.

The Force Generation team was established to construct a suite of consistent, branded products specific to Canadian Coast Guard and aligned with departmental and Treasury Board guidelines. As with fleet renewal and life cycle asset management, Force Generation is about *life cycle asset management where the asset is our workforce* – building a system within Canadian Coast Guard that supports the recruitment, retention, career development and wellness of

employees, linking existing disjointed tools and developing new ones on a path to developing leaders. It is addressing Canadian Coast Guard's needs in enveloping our competencies, qualifications, career paths, workplace environment, support systems, training programs and opportunities, career development, and leadership. The team is engaged in ongoing consultations with stakeholders across the Canadian Coast Guard to specify and prioritize organizational needs. Currently, the team's emphasis underpinning its four strategic pillars are fleshing out, standardizing, and building a competency-based HR framework and mining available data to support better planning and decision making.

The creation of the Canadian Coast Guard Personnel Directorate is directly linked to the initial findings demonstrated by the Force Generation team.

The Canadian Coast Guard's *People Strategy* emphasizes how this work is linked through **four strategic pillars**:

Recruitment

As a special operational agency with a vast span of responsibilities vital for the safety and security of Canadian waterways, the Canadian Coast Guard needs employees with special qualifications. This demands targeted recruitment and promotional activities to attract employees with the right skills; therefore, some recruitment is specifically directed at graduates of specialized college and university programs. Given a combination of attrition and organizational expansion, as well as the need for surge capacity for major incidents, Canadian Coast Guard's first pillar of emphasis is recruitment: ways of recruiting, sources of recruiting (including areas below Employment Equity thresholds), overcoming challenges to recruitment, and tools for recruitment.

Training

As a fundamentally operational organization, the Canadian Coast Guard is of necessity a training organization. Training builds confidence and success, both personally and organizationally. It is key for some entry-level and many mid-stream positions as is obtaining, maintaining, and retaining certain certifications. Furthermore, Canadian Coast Guard's many levels of personnel, unique positions, and operational necessities require that an organization provides technical, skills-based, managerial, safety, and team training. This training is continuous and delivered in many ways such as formal learning, experiential learning, computer-based training, and more. As a fundamental part of the "life cycle management of our workforce", training products, consistencies, and methodologies are a key pillar.

Career management

The Canadian Coast Guard values its employees and seeks to retain them by providing a rewarding and challenging career. Career management is a continuous process that



occurs throughout one's career. The Force Generation team has constructed a set of 41 competency dictionaries to cover every job in the Canadian Coast Guard in order to enable any employee at any level at any time to use a systematic tool to determine the competencies required of them in their current job and to view those of all other jobs to which they may aspire. When the tool is complete, employees will be able to meaningfully update their learning plans for their short and long term futures within the Canadian Coast Guard. As such, the *People Strategy* is working on innovative ways to enable all employees at all levels find their best fit and reach peak performance and satisfaction.

Wellness

As part of its employee retention efforts, the Canadian Coast Guard seeks to enhance its employees' personal

resiliency. Safety, morale, well-being, employee assistance, work-life arrangements, return-to-work processes, awards and recognition programs, and keeping its people happy and healthy are all essential for the Canadian Coast Guard to meet its employees' personal needs, as well as organizational ones. Readiness and retention of personnel for duty depends on employees being supported. The Canadian Coast Guard has recently formed unique positions for employee well-being in each of its three regions, in addition to personnel at Headquarters. This is the fourth pillar of focus for the Personnel directorate.

A foundational piece of the Canadian Coast Guard as an organization is **leadership** both externally and internally – externally in managing missions, consulting with stakeholders, and providing expert assistance and advice; internally by growing leaders and leadership competencies for Canadian Coast Guard employees.

The Canadian Coast Guard's *People Strategy* supports the full spectrum of its employees, from recruitment to retirement, through its four pillars. Its value proposition is supporting the "life cycle management of our workforce" for current and future employees, in specific areas and holistically, over time. The Personnel directorate are working with managers nationally to develop tools and processes to support Canadian Coast Guard employees and operations.



ENVIRONMENTAL SCAN

CURRENT ENVIRONMENT

The Canadian Coast Guard owns and operates the Government of Canada's civilian fleet and provides key maritime services to Canadians. It is comprised of four regions, with national headquarters in Ottawa, Ontario, and regional headquarters in Victoria, British Columbia; Yellowknife, North West Territories; Montreal, Quebec; and St. John's, Newfoundland and Labrador.

As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the Canadian Coast Guard helps DFO meet its responsibility to ensure safe and accessible waterways for Canadians. It plays a key role in ensuring the sustainable use and development of Canada's oceans and waterways.

Under the Oceans Protection Plan (OPP), announced in 2016, Canadian Coast Guard received \$735.4M over a five-year period. The plan centers on four main priorities:

- Creating a world-leading marine safety system that improves responsible shipping and protects Canada's waters, including new preventative and response measures.
- Restoring and protecting the marine ecosystems and habitats, using new tools and research, as well as taking measures to address abandoned boats and wrecks.
- Strengthening partnerships and launching co-management practices with Indigenous communities, including building local emergency response capacity.
- Investing in oil spill cleanup research and methods to ensure that decisions taken in emergencies are evidence based.

In 2017, as part of a Comprehensive Review (CR) of its

operations, Canadian Coast Guard was allocated a new funding stream of \$947.6M over five years with a focus on substantial upgrades in ship operations and maintenance, shore infrastructure and core Canadian Coast Guard programming; upgrades in the safety and efficiency of real property assets, network connectivity and applications; increased internal services capacity; and improved support to clients through readiness.

In short, the CR increase is bolstering Canadian Coast Guard's core programs and assets; the OPP investment is



leading to new A-based elements within the Agency. Both CR and OPP investments are a strong vote of confidence in the Canadian Coast Guard. They effectively:

- Consist of interim and long-term measures, national and regional, to help Canadian Coast Guard improve and expand the services it provides to Canadians in support of the economic engine of Canada.
- Allow the Canadian Coast Guard to rejuvenate by better joining synergies between its strong historical focus on marine safety and its growing focus on protecting the marine environment.

- Allow the Canadian Coast Guard to become the water-based organization known as leading all maritime hazards emergency response within the next few years.

The engagement component of OPP including with Indigenous and coastal communities is significant and will be paramount to delivering this ambitious plan. The Canadian Coast Guard will continue to work both internally and externally to ensure focus on engaging Canadians, partners, and stakeholders to deliver OPP.

Despite the good news for the Canadian Coast Guard, there have been some challenges for its people. One significant impact has been the introduction of the Phoenix pay system combined with the pay consolidation initiative. This has led to widespread pay issues among the Canadian Coast Guard's seafarers (roughly 60% of the entire workforce), triggering a reluctance to act at higher levels, requests for leave without pay and, in some cases, resignations. Pay issues are outside the scope of the Personnel directorate, but the Canadian Coast Guard and DFO are working with employees on other teams within and outside the department on a case by case basis to address pay issues.



The nature of the layday crewing system means that often a sick leave call impacts an entire 28-day patrol, negatively impacting crewing and necessitating the unexpected and unplanned movement of crew employees between assets, which in turn impacts training and teamwork at sea. The aging seagoing demographic, competition with industry, the Phoenix pay system, and specialization of the work have increased the difficulty of crewing, retention, and training seagoing personnel. This trend drives recruitment initiatives, as Personnel's 1st Pillar.

The mean age of the seagoing demographic nationally is in the mid-40s. This, plus the nature of work associated with seagoing – heavy equipment usage on moving platforms – can be dangerous. Roughly one tenth of this demographic involves crew employees on disability insurance, engaged in Health Canada evaluations, and awaiting medical retirement and/or accommodation. There are duty-to-accom-

modate employees, internal and external to the Canadian Coast Guard; where possible, these are given terms in shore jobs which represent an additional pressure to fleet budgets. These trends drive support and wellness initiatives, as Personnel's 4th Pillar.

Recruitment of a different demographic workforce, combined with increasing focuses on safety and on-the-job training manuals and protocols should mitigate injury and illness to the greatest extent possible. Additionally, CCG Personnel are working to address some of these items through the Seafarers' Establishing Action Plan recommendations which highlight certification, competency, crewing factor, and definitional issues.



RECRUITMENT – PILLAR I

With a vast span of responsibilities vital for the safety and security of Canadian waterways, the Canadian Coast Guard needs employees with special qualifications. Recruitment is about bringing new people into the organization. One of the historic challenges has been attracting employees of diversity groups. There are many initiatives underway to address this issue, such as targeted recruitment and promotional activities to attract employees with the right skills; therefore, some recruitment is specifically directed at graduates of specialized college and university programs.

The Canadian Coast Guard College (CCGC) conducts targeted recruitment for admission into the Canadian Coast Guard's Officer Training Program (OTP). To be able to attract candidates with the necessary entry requirements to its program, the CCGC partners with various community colleges, universities, and organizations across the country with the intention to promote the Canadian Coast Guard as a worthwhile career option. CCG Personnel are working with those engaged in a similar project ("Canadian Coast Guard College Strategy") to offer nationally coordinated, targeted, and effective tools and templates to support recruitment into the OTP and other entry programs.

The Canadian Coast Guard launched a branding strategy to build awareness among Canadians of its positive impact in their lives through its historic and ever evolving role. This strategy is based on three elements: social media, promoting education, and growing partnerships. Social media's aim is to enhance and centralize the Canadian Coast Guard's presence, while the educational component focuses on promotion such as distributing kits in schools. Finally, growing partnerships with Indigenous groups, the Navy League, the Canadian Geographic Teachers' Network, and other government departments and international communities will further promote the Canadian Coast Guard's presence while promoting diversity and career opportunities within various groups.



The world is different from what it was 20 years ago. The workplace, workforce, and marketplace are changing in ways that require different approaches. In this respect retention is related to recruitment. Top talent is increasingly scarce in some parts of the world, abundant in others, and more diverse overall. Within Canada, demographics are shifting. Between 2006 and 2011, the Indigenous population increased at four times the rate of the non-Indigenous population. Furthermore, Baby Boomers are remaining in the work force longer than expected, and organisations will need flexible work practices to enable the transfer of their knowledge effectively.

The nature and expectations of the workforce are changing as well. Candidates can choose to work for organizations that offer flexibility, the latest technology, global learning opportunities, and involvement in corporate social responsibility activities. Employees are less afraid to change organizations, or even countries, for a better offer—and not just salary. Other critical elements of the employment value proposition (such as the work environment, the existence of a mission, and people who exhibit passion and purpose, as well as the ability to contribute and grow) influence employees' selection of an organization for which to work. For many organizations, engagement and inclusion are key differentiators to attract and retain top talent. Coast Guard is scanning the departmental Employment Equity Strategy and seek ways to build products that can ensure and exceed adherence to it.

The Canadian Coast Guard is deeply committed to diversity and inclusion in all our operations and for all our employees, today and tomorrow. Consistent with the OPP and broader federal government priorities including Reconciliation with Indigenous peoples, the Canadian Coast Guard is focusing on Indigenous recruitment in new and core programs to foster and grow relationships by not only being a visible presence but also a partner with shared interests. Several pilot recruiting projects have already been initiated, and the Personnel directorate are working with managers to help obtain data they need on at risk groups and key positions to feed recruitment and retention strategies and career management.

Because of competition with industry and an aging demographic, the younger generation is a key recruitment resource for the Canadian Coast Guard. The CCGC is increasing its social media presence to attract its target audience of 14 to 24 year-old high school students and potential graduates. Furthermore, the Canadian Coast Guard will continue to use the popular and Canada-wide Federal Student Work Experience Program (FSWEP) as well as promoting co-operative opportunities (CO-OP) with universities. Both these programs are designed to help students enrich their education and provide them with an inside look at the intricacies of the federal government and all that the Canadian Coast Guard has to offer as a future career. Often these programs, which are targeted at those in post-secondary studies, end up setting the path for bridging opportunities for recent graduates. Employing bridging mechanisms within the agency—such as the annual student intake through the Inshore Rescue Boat (IRB) program—is a benefit because the new hires have already worked within the agency and are familiar with the organization's mission, mandate, and priorities.

Internally, the Canadian Coast Guard has put in place a forum for Persons with Disabilities, with the goal of developing a Departmental-wide connection of engaged employees who will help shape the Department's view of disability in the workplace. The objectives are to raise awareness and address issues related to disabilities in the workplace; to address and consult employees and management on issues that impact employees and to create a group of contacts in other committees for persons with disabilities in DFO/Canadian Coast Guard and other federal departments. This forum also aims to facilitate interaction among employees, to present perspectives of disabled employees and to the attention of management, as well as promote a sense of community and involvement. The Canadian Coast Guard also actively participates in the Youth Accessibility Summer Employment Opportunities (YASEO) program.

Like all federal agencies, the Canadian Coast Guard is committed to applying a Gender-based Analysis Plus (GBA+) lens to all of its operations, including recruitment and retention. GBA+ isn't only about gender, and groups



of people are not homogenous; GBA++ examines how sex and gender intersect with other identities including: ethnicity, religion, age, economic status, geographic location, and mental or physical disability. Ensuring that all of our processes and activities are free of systemic barriers, including unconscious bias and systemic racism, among others, requires the engagement of employees and managers across the organization. Accordingly, Coast Guard and other departmental and interdepartmental partners are working to support Coast Guard employees to identify and address these barriers, to ensure that our workplaces are diverse, inclusive and welcoming to all. In the recruitment sphere, addressing systemic barriers will ensure that all Canadians are given equal opportunity and support to become valued employees of the Canadian Coast Guard family.

One of the challenges Canadian Coast Guard faces in recruitment is empowering potential recruits to enter the federal government system with all its complexities - and then be properly onboarded.

To this end, the Canadian Coast Guard has established several "professional development apprenticeship programs" that have worked well. Now that Operations Personnel has created consistent competency profiles, the organization will be in a position to create more recruitment tools like these for other programs.

The team's work on the Seafarers' Establishment project involves articulating consistent definitions to describe the various populations within its workforce. This analysis will assist managers in addressing certification, recruitment, and crewing issues throughout the seagoing and shore-based workforce, and provide further mechanisms to support renewal of the Canadian Coast Guard's operational workforce via nationally coordinated recruitment and retention strategies led by CCG Personnel, in collaboration with the Regions.



TRAINING – PILLAR II

The Canadian Coast Guard is committed to become a training/learning organization. In doing so, the organization will be better positioned to recruit, develop, support and retain employees. Our people will be the key to supporting the Coast Guard of the future.

It is the responsibility of all organizations to ensure that staff have the appropriate training and skills to safely and effectively perform their jobs. This is particularly true in the marine domain where the consequence of error may be loss of human life or potentially significant environmental impact.

Technological advancements and enhanced operational profiles will dictate significant changes to the Coast Guard. The introduction of new and extensively retrofitted/

modernized ships and equipment will change the type and frequency of training that will be required. In taking a proactive approach to future opportunities, the Coast Guard is developing the mechanism that will ensure the continued protection and security of Canadian waters. The contribution made by Coast Guard personnel supports our economy, our communities and our livelihoods. We are committed to delivering the highest quality of service. To do that, we must invest in our people. The best investment we can make in our personnel is to train and develop them to meet the ever-changing demands of their jobs.



Educational technologies are evolving at a rapid pace, and they provide opportunities for delivery of training in innovative ways as a means to engage employees in flexible and accessible training opportunities. To develop the competencies required of Coast Guard personnel, we are committed to providing flexible opportunities using a variety of platforms and technologies to ensure anytime/anywhere learning.

The future reality of the Canadian Coast Guard will require the development of training that is directly applicable to the job, and that is available to employees “when and where” it is needed. This includes e-learning, distributed and distance learning (connected regional classrooms), as well as the most effective use of educational technologies both on-site, on-line and in the regions.

Since 1965, the Canadian Coast Guard College has been providing bilingually trained officers and MCTS trainees in

support of Coast Guard operations. As a result, the Coast Guard, as well as other government and commercial operations, have benefited from receiving a consistent supply of highly skilled and qualified professionals. The College provides a solid foundation of academic and applied knowledge that prepares individuals for whatever challenges the industry may present.

The role of the CCG College to date has been focused principally on the training and development of future Officers, both ships Officers and Marine Communications and Traffic Services. Curriculum is designed to meet the certification standards for Canadian Seafarers, as administered by Transport Canada.

The College has been resourced to respond to the quality assurance and STCW certification standards. This is a role that the College has performed very well and as such has been recognized as an international leader in marine train-

ing. Building on its successful history, the College is poised to lead the operational training needs of the Coast Guard of the future and deliver on Senior Management's priority of investing in our people.

As briefly described in Pillar 1, the Coast Guard delivers several professional development programs, with some training elements starting at the CCG College. These straddle both recruitment and training pillars, with valuable linkages to career management (Pillar III) and retention in the workforce.

The Canadian Coast Guard also offers a variety of learning opportunities to our employees, including on-the-job training, experiential learning, as well as administrative and leadership training, among others.

The Canadian Coast Guard will need to invest in its future workforce to meet the ever-growing needs of the organization, and the development of the Personnel Directorate will be key to ensuring that our employees are trained to the highest standard to proudly serve Canadians.

Examples of Professional Development and Apprenticeship Programs Offered by the Canadian Coast Guard

The four year Coast Guard Officer Training Program (OTP) is one of the best marine training programs in the world, producing both Marine Engineering and Marine Navigation Officers. Officer Cadets learn through participation in a variety of learning platforms including:

- in-class learning
- hands-on training at the college
- highly modernized marine simulators
- practical experience aboard Coast Guard vessels at sea

For electronics technologists, graduates of an accredited community college or institute of technology may apply to the Marine Electronic Development Program (MELDEV) and if selected, are automatically hired as an electronics technologist with the Coast Guard. MELDEV is a three-year training program of which 27 months are spent on format training at the College.

The Marine Communications and Traffic Services (MCTS) training program consists of two learning phases. The first is taught in both English and French at the Canadian Coast Guard College in Sydney, Nova Scotia. During Phase I, trainees learn the basics of performing officer duties by participating in:

- theory
- simulator exercises
- practical applications

After successfully completing Phase I, graduates begin on-the-job training at an MCTS station where they learn local geography and regional procedures, while applying the national standards covered in Phase I.

CAREER MANAGEMENT – PILLAR III

Career management is the combination of structured planning and the active management of one's own professional career. In the Canadian Coast Guard, there has been a lack of consistency in approaches to career pathing for our employees in and across career streams.

Career management is the next logical extension of training. It is a continuous process that occurs throughout one's career and not just at discrete times, a philosophy and set of habits enabling employees to achieve career goals and develop career resiliency—accomplished through building relationships, engaging in career development conversations, implementing learning plans, and setting goals in the same or a different stream of work within the Canadian Coast Guard.

Career management impacts on both organizational requirements and employees' career aspirations. Working with program managers, we are reviewing the qualifications, skills, and knowledge elements of all Canadian Coast Guard's current positions. The organization must next determine what kind of training and development is needed to achieve the optimum level of a qualified work force. Together with individual career planning, this enables employees to move toward their career objective. As a global process, career management is closely related to other human resources activities.

A career management strategy focuses on:

- Identifying and articulating human resource knowledge and skill sets or core competencies needed by the organization.
- Making employees aware of those profiles and encouraging them to take advantage of training assignment opportunities to acquire those competencies.
- Empowering employees to take the lead in their own

career possibilities both inside and outside of their current career streams.

Career management is just one part of the entire career planning process and as such is linked to performance appraisal, succession planning, special assignment programs, training, and development, recruitment, etc.

The main responsibility for career management rests with individual employees, who must take control of their own career planning. To this end, they must keep abreast of the Canadian Coast Guard's personnel objectives, communicate with their managers and use existing resources to establish realistic career plans.



The role of Canadian Coast Guard management is one of commitment, communication, support and approval of career management activities from a strategic point of view. It is the Canadian Coast Guard's responsibility to communicate to employees its mandate and the principal work-related changes in progress. Management must also support career management through training programs, disseminate information, and follow up with employees.

As part of the career management process, managers must be prepared to devote time to career management. To this end, they must:

- Provide ongoing feedback on performance, building trust via One-on-Ones ("O3").
- Set clear objectives in consultation with their employees.

- Delegate – give the right work to the right person.
- Participate in discussions with respect to career development.
- Contribute to employee development plans.
- Identify career development assignments and offer them to employees as appropriate.
- Provide ongoing support to employees.

Intricately linked with training, career management begins in the very first hours when an employee starts with the Canadian Coast Guard, continues via mentoring and is strengthened via constructive feedback. From a strategic point of view, the CCG Personnel is involved in developing orientation and mentoring programs to accomplish these key areas in career management.

Career mapping is a process that provides both management and employees a set of tools for building and maintaining the wisdom and know-how to succeed in a vast array of possible employment opportunities. A career map is a visual approach to career management that assists management and employees in identifying targets for career progression.



It is interesting to note that much like people change, careers change. A career map or career plan evolves over time and evolves as people, the work environment, and the external environment change. A career map is an ever-green document that should be examined at every performance cycle and every learning plan meeting between an individual employee and their manager.

Career Transitions – Competency Profiles

A competency is defined as a behaviour or set of behaviours that describes expected performance in a work context (e.g., job, role or group of jobs, function, or whole organisation). Excellent on-the-job performers demonstrate these behaviours much more consistently than average or poor performers. Competencies help to clarify workforce standards and expectations, align individuals, teams, and managers with the organization's business strategies, and in creating empowerment, accountability, and alignment of coach, team member, and the Canadian Coast Guard in performance development.

By having clearly described desired outcomes for their day to day activities, employees can strive to succeed by following clearly defined requirements. Competency profiling allows employees to see what competencies other job profiles require as well. This is especially important in the Canadian Coast Guard context of having both fleet personnel and administrative personnel. There are many competencies that are transferrable between various jobs within the Canadian Coast Guard. With the development of a competency profiling tool stemming from the competency profiles already drafted, all Canadian Coast Guard employees will be able to see where they fit in the organization, what competencies they possess, and what they will need to obtain to be considered for desired positions.

The Seafarers' Establishment Action Plan deliverables, in concert with the competency mapping tool, will enable Canadian Coast Guard to assist ships' crews in transitioning to ships' officers (SCOT program), enable officer graduates who need assistance in obtaining higher certification, and promote the widespread use of promotion boards to ease recruitment.

CCG Personnel will be working on innovative ways to enable all employees at all levels to find the best place at various times in their careers to be maximally engaged and contributing. One focus will include developing career



maps for employees wanting or needing to stay close their families; while starting a family is a factor, having to be present to look after a partner, some grown up children, or some parents/family employees is also a reality. In 2016 the *Public Service Employment Act* (PSEA) issued "New Directions in Staffing", detailing how non-advertised promotional appointment processes ("promotion boards") are legitimate recruitment mechanisms to allow for deputy heads to make decisions in the best interest of their organization to appoint the right person for the right position at the right time. We will create a consistent approach that managers can use in determining if this is the most efficient recruitment process for them.

The current emphasis is on using existing data analytics and developing a comprehensive competency-based career mapping tool. This work underpins all four pillars. The vision for the tool:

Any Coast Guard employee, at any level and any time can use the same systematic tool to determine which competencies are required for developmental success in career planning in the same or different streams, or to improve her/his own skills in the same stream and level.

WELLNESS – PILLAR IV

Safety, fitness, diversity, morale, employee assistance, work-life arrangements, return-to-work processes, awards and recognition programs, and keeping its people healthy are all essential for the Canadian Coast Guard to meet its employees' personal needs, as well as organizational ones; readiness and retention for duty depends on employees being supported.

The organization deals with harassment and discrimination issues immediately and directly, as a start. Secondly, the Canadian Coast Guard has recently formed unique positions for employee well-being in each region, in addition to Headquarters personnel and has initiated training and awareness programs focusing on mental health and trauma resilience. This pillar represents the fourth and final focus.

The Canadian Coast Guard is a unique organization in that, once people sign up, they tend to remain loyal to it because of pride in the humanitarian nature of the work and as such working in the Canadian Coast Guard is “cool.” In the past, due to fiscal restraints, the organization has not been able to prioritize the needs of its workforce. This has been a recurring theme heard in discussions with employees nationally. Because of new funding, the Canadian Coast Guard is now able to commit to focusing on the mental and physical welfare of its employees more fully.

In 2001, the government launched the pilot Joint Learning Program (JLP) – the first partnership between a bargaining agent and a public service employer. Building awareness about mental health and providing employees with the tools to support psychological health is vital to fostering health and safety in the Canadian Coast Guard.

The Canadian Coast Guard is also focusing on the 13 factors of psychological health and safety in its myriad workplaces. These factors are:

- Organizational Culture

- Psychological and Social Support
- Clear Leadership and Expectations
- Civility and Respect
- Psychological Demands
- Growth and Development
- Recognition and Reward
- Involvement and Influence
- Workload Management
- Engagement
- Balance
- Psychological Protection
- Protection of Physical Safety



Mental health and wellness for all employees is a Canadian Coast Guard priority and highlights the importance of creating a caring and compassionate work environment as part of the organizational fabric of the diverse and unique work of our organization.

Four elements inform the Canadian Coast Guard's wellness strategy:

- Safety – The Canadian Coast Guard promotes safety in its very motto, culture, and procedures
- Culture of care
- Training
- Support
- Awards and recognition
- Diversity and inclusion

Culture of Care: Infuse our interactions with an optimistic tone and remind ourselves of basic human goodness.

- Creating engagement and awareness opportunities

Training – Creating Resilience: The ability to rapidly recover from adversity Training to support mental health and resilience (e.g., The Working Mind, Trauma Resiliency Training, other)

- Leadership training
- Positive space
- Gender Based Analysis +

Support: Well-being is best achieved when people are in equipped with resources

- Critical Incident/Trauma Management
- Access to mental health professionals
- Duty to accommodate
- Return to work

CONCLUSION

The marine industry is changing rapidly and will continue to do so as it expands to meet the ever-growing global demand for marine transportation and logistics. To remain relevant, it will be critical to not only keep pace with the requirements, but also to embrace innovative technology and lead Canada's marine industry into the future. To successfully position the College to meet future requirements, we are making a concerted effort to modernize both the curriculum and the campus.

With the support and investment of Coast Guard, the College will continue to develop as an innovative, state-of-the-art facility that will act as the focal point of national marine exercising and training programs. The Canadian Coast Guard's *People Strategy* is about continuous improvement for and by its people.

The history of the Canadian Coast Guard is full of innovative responses to new demands and new conditions. Requirements, practices, and processes have changed frequently in its almost 60-year history under the emergence of new mandates and shifting roles within the Canadian public service. The people of the Canadian Coast Guard have always modified their practices and relationships to carry out new tasks. They have done so through new ideas and methods built upon the Canadian Coast Guard's "*saluti primum auxilio semper*" motto.

In this time of growth and optimism in the Canadian Coast Guard, the *People Strategy* will be implemented through sound planning, partnership, and organization. It is there to support teams doing great work in many of these areas already.

Our workforce is essential to meeting the call of the nation in the maritime realm. Our physical assets do not perform missions by themselves. Our Canadian Coast Guard personnel perform in an exemplary way to execute missions. This *People Strategy* charts a course so that our organization

and its extraordinary people continue to perform in our finest traditions because "we are our people."

"All purposeful learning activity undertaken in an ongoing way with the aim of improving knowledge, skills and competence."
- The Commission of the European Communities (EU)

