

**DETAILED MANAGEMENT ACTION PLAN - OFFICE OF THE AUDITOR GENERAL REPORT RECOMMENDATIONS**

Para	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/ Dates)	Responsible Organization / Point of Contact
Para 33 Rec 1	National Defence should develop and implement recruitment and retention strategies for fighter force technicians and pilots that are designed to meet operational requirements and to prepare for the transition to the replacement fleet.	Agreed. National Defence will implement plans to increase the number of technicians and pilots in the fighter force. Initial steps have already been taken such as the Fighter Capability Maintenance Renewal initiative, which will transfer over 200 technicians to front line squadrons; also, new Canadian Armed Forces (CAF) recruitment efforts and retention strategy/initiatives are to be implemented by Fall 2019. Likewise, the Fighter Capability Action Team has been established to lead Royal Canadian Air Force (RCAF) efforts in production, absorption, sustainment and retention of fighter personnel. In addition, Strong, Secure, Engaged, (SSE) Canada's Defence Policy, includes an initiative to increase the fighter force by an additional 200 positions.	Success will be achieved when the required number of experienced technicians and pilots are available to enable the delivery of mandated mission ready aircraft and a successful transition to the Future Fighter. The directed steady state, post capability transition, will be realized when the fighter force can deliver and sustain the NORAD and NATO mandates simultaneously employing the future fighter aircraft.	Achievement of the Future Fighter Initial Operational Capability by summer 2026.	<p>The fighter force technician and pilot cadres will achieve and maintain sufficient manning levels, including the required levels of experience, to allow the fighter workforce to commence Initial Cadre pilot and technician training by summer 2024. Workforce capacity will continue to grow enabling the first squadron to begin transition in summer 2025 to achieve the Future Fighter Initial Operational Capability by summer 2026.</p> <p>Key interim milestones are:</p> <p>Under the direction of Military Personnel Command, a Targeting Cell will be created to assist with attracting qualified applicants for pilots, and for targeting recruiting efforts - December 2018.</p> <p>Military Personnel Generation (MPG) will develop a Strategic Outreach and Attraction Plan with specific emphasis on all distressed trades. This will be part of the 2019 plan and will be updated annually.</p> <p>Dedicated recruiting, training and retention efforts supplementing current initiatives will be launched by early 2019.</p>	Military Personnel Command

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					<p>These will include:</p> <ul style="list-style-type: none"> <li>-the utilisation of modern means of recruiting engagement (digital tactics);</li> <li>-work with leading agencies on the science and research of audience segmentation;</li> <li>-developing more immersive and engaging communication tools (website, apps, virtual reality) to remain competitive with Canadian civilian sector.</li> </ul> <p>Release of CAF Retention Strategy – August 2019.</p> <p>Fighter Capability Maintenance Renewal to generate modest growth in technician manning and experience levels – December 2020.</p> <p>Other Current/Ongoing activities include:</p> <ul style="list-style-type: none"> <li>-Investigate ways to expedite the path to qualification for those on Basic Training;</li> <li>-Review pay and benefits for specific occupations. This will be incorporated in annual compensation and benefits reviews.</li> <li>- Increase production of pilots as follows:</li> <li>--An Air Operations (Air Ops) study is</li> </ul>	

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					<p>underway with the goal to create an Air Operations occupation; and</p> <p>--A Proposal to change the Seneca Air Environmental Affiliated Degree plan from Continuing Education Officer Training Plan to Regular Officer Training Plan (ROTP) – Civilian University, is in progress</p>	
Para 50 Rec 2	National Defence should analyze what upgrades are required for the CF-18 to be operationally relevant until 2032 and seek approval for those which are appropriate and achievable.	<p>Agreed. National Defence is currently seeking approval on a number of upgrades to meet regulatory and interoperability requirements to continue flying the CF-18 until 2032.</p> <p>In addition, the Royal Canadian Air Force (RCAF) is conducting analysis to assess necessary combat systems upgrades that could be implemented to address the growing challenges presented by evolving threats and in line with allied upgrades. This analysis, which is anticipated to be completed by Spring 2019, will take into consideration plans to transition to the Future Fighter capability in the mid-2020s.</p>	Regulatory and Interoperability upgrades to avionics and mission support systems will maintain CF-18 compliance with evolving aviation regulatory requirements and updated allied interoperability standards until the full operational capability of the future fighter jets is achieved. Select Combat Capability upgrades would ensure that sufficient, operationally relevant, mission ready CF-18 fighters are available to meet air power capability requirements in the modern battlespace until a future fighter fleet reaches Full Operational Capability in 2031.	<p>Regulatory and Interoperability</p> <ul style="list-style-type: none"> <li>• Full Operating Capability (FOC) – 2025</li> </ul> <p>Select Combat Capability anticipated to be in-service no later than 2026.</p>	<p>Regulatory and Interoperability upgrades as well as Select Combat Capability upgrades will be implemented.</p> <p>Regulatory and Interoperability</p> <ul style="list-style-type: none"> <li>• Project Approval (Definition) – Spring 2019</li> <li>• Project Approval (Implementation) – Spring 2021</li> </ul> <p>Select Combat Capability anticipated to enter definition no later than 2022.</p>	Royal Canadian Air Force