## Leader’s Guide to Readiness

<table>
<thead>
<tr>
<th>Ser</th>
<th>Areas to explore</th>
<th>Supervisor’s Action</th>
<th>Domain(s) to explore to find appropriate resources</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>On-going Situations: Various programs and support services are available to assist members in order to ensure they are ready to meet the demands of Army life, however sometimes members do not know what is available or how to access it. Other times, due to increased demand a member’s request for support may be missed or they may have moved and the request support to the gaining unit may not have followed in a timely manner and this can impact readiness. Verifying whether or not a member has been previously referred for support services or programs, is receiving the support they require or has any other problems for which no referral has been made by his/her C of C and they would require support helps a member maintain readiness.</td>
<td>Refer the member to the appropriate resource.</td>
<td>Emotional Familial Intellectual Physical Spiritual Social</td>
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<td>2</td>
<td>Personal Administration Readiness: In order to maintain readiness, members are to ensure all personal administration is kept up to date. Items that are included in personal administration can include having a current will or will certificate, a current family plan, and/or a current power of attorney on file if applicable.</td>
<td>Refer the member to the OR and appropriate resources.</td>
<td>Emotional Familial Intellectual Physical Spiritual Social</td>
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<td>3</td>
<td>Annual Requirements Readiness: Certain requirements require an annual test or refresher in order for a member to be ready for example promotion. Verification that a member meets the requirements of the FORCE test, their conditions of service and the IBTS can be important to them having access to certain career opportunities. As well, monitoring whether or not the member has recently completed or should be scheduled for the training required for his/her next rank or if there are any obstacles to progression.</td>
<td>Draw up and implement an action plan to meet the requirements/standards. Monitor the member’s progress closely.</td>
<td>Intellectual Physical</td>
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<td>4</td>
<td>Career Progression Readiness: Is the member behind schedule for promotion, or has he/she refused or been refused a career course for any reason?</td>
<td>Draw up and implement an action plan to meet the requirements/standards. Monitor the member’s progress closely.</td>
<td>Intellectual</td>
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<td>5</td>
<td>Administrative Readiness: If a member has been subject to administrative procedures, it may impact their readiness for various aspects of Army life such as training or deployment. If a member has received counselling (e.g., Verbal or Recorded Warning, Counselling and Probation) for any reason (e.g., tested positive on a urinalysis, involved</td>
<td>Determine whether this is currently a problem. Draw up and implement an action plan to meet the requirements/standards. Monitor the member’s progress closely (e.g., regular use of the</td>
<td>Emotional Intellectual Physical</td>
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in an incident involving drugs or alcohol, failed FORCE test) or negative evaluations since his/her arrival at the current unit or organization an action plan should have been developed for the member to overcome these deficiencies. They also should be getting regularly scheduled briefings with the Pl Comd and progress reviews to ensure they are following and getting the right direction and support. | PDR system). Refer the member to the appropriate resource |  

6 Disciplinary Readiness: If a member has been subject to disciplinary procedures, it may impact their readiness for various aspects of Army Life. For example if a member is involved in military justice proceedings (summary trial or court-martial) or a civilian legal proceeding they may require support, advice or need to be in a specific geographic location for a time period in order to follow-through on requirements. | Ensure that the member receives appropriate support (e.g., an Assisting Officer) and including legal support. | Emotional Intellectual  

7 Medical Readiness: When a member has an accident, an injury, an illness or a medical condition it can lead to medical limitations that can impact readiness. Examples of situations that could impact readiness may be a chit that includes no field, no weapons, or no driving or a change of medical category (either temporarily or permanently). | Ensure that the member receives the appropriate support. The chain of command can get further details from health professionals if required to assist you to employ him/her within the applicable limitations. | Emotional Intellectual Physical  

8 Personal Circumstances Readiness: A member’s personal situation can impact their readiness for Army life. When a member experiences serious marital/relationship problems or is worried about an immediately family member (eg, serious illness, aged relatives or family members in poor health) it can impact their readiness for training, posting or deployment. | Refer the member to the appropriate resource, such as the Family Liaison Worker, Padre. | Emotional Familial Spiritual  

If a member has experienced a recent change in relationship status (e.g., married, separated, and divorced) it may require administrative updates and/or could affect posting preferences and availability for training. | Have they advised the OR? Refer the member to the appropriate resource as required. | Emotional Familial Physical Spiritual Social  

Other family status information that could be important in understanding a member’s readiness for Army life could include how many children do they have, their ages and whether or not they have children/family members with special needs. | Refer the member to the appropriate MFRC resources if required. | Familial  

When a member has financial problems, such as the inability to pay his/her mortgage or rent, child support, or is he/she having difficulty repaying loans or is having trouble making financial decision and keep up with monthly expenses this may impact their readiness for training, posting or deployment. | Ensure that the member receives appropriate support and direct him/her to specialized resources such as the SISIP. | Intellectual  

If a member has been/or will be deployed to locations where there is hostile fire, the presence of child soldiers | Refer the member to the appropriate resource. | Emotional Intellectual
and/or other vulnerable population, or they received hazardous duty pay, they may concerns regarding that deployment that could impact their current readiness. | Spiritual
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| If the member considering release within the next year/next 5 yrs for any reason (the reasons need to be relayed to the chain of command, it may be something that can be changed). In addition, if it is within the next 5 yrs, there are As well they may need support depending on their post-release plan | Discuss the reason(s) and ensure the member receives appropriate support. On release, professional courtesy, an interview with the CO to thank them for their service should be arranged | Intellectual
| (PRes specific) If a PRes member has full or part-time civilian employment it may impact their readiness. Through resources such as the Canadian Forces Liaison Council, supports are available to the chain of command to facilitate participation or recognition for participation in unit activities/training/retention. | Refer to appropriate resource e.g., Canadian Forces Liaison Council | Emotional Intellectual Social
| (PRes specific) If a PRes member is part-time/full-time student it may impact their readiness. They may need full-time summer employment or have restricted availability due to academic requirements (e.g. need to do an internship, summer classes) so early planning for summer training period and regular access to the summer tasking list may facilitate training/retention/career progression. | Refer to appropriate resource e.g., Canadian Forces Liaison Council, Education Reimbursement, National Trg Calendar, National Summer Taskings list | Emotional Intellectual Social

9 | Is there anything else the soldier wishes to discuss? | Refer the member to the appropriate resource. | Emotional Familial Intellectual Physical Spiritual Social

Based on the situations identified and his/her leader’s knowledge of the specifics, he/she may have to assist in the development of a readiness action plan. The chain of command is available to assist.

- The soldier has no problems or has known problems for which he/she is receiving appropriate support. As a leader, continue to stay informed, watch for changes, foster dialogue and advocate as required.

- The soldier has problems that are not being directed to the right resources, or he/she is not receiving the appropriate support. The CofC at the sub-unit level must be informed and can be of assistance in connecting the soldier to appropriate programs and services. As a leader continue to stay informed, foster dialogue, provide support and referral as required.

- The soldier has problems that cause grave concern and need to be addressed immediately. The CofC at the unit level must be informed and can be of assistance in connecting the soldier to program and services immediately. As a leader maintain contact, foster dialogue, manage unacceptable behaviours (including minimizing rumours) and follow-up to ensure adequate resources/supports.