

**CANADIAN FORCES  
PERSONNEL SUPPORT AGENCY**



**AGENCE DE SOUTIEN DU PERSONNEL  
DES FORCES CANADIENNES**

**FIVE-YEAR STRATEGIC PLAN  
MARCH 2004**

**PLAN STRATÉGIQUE QUINQUENNAL  
MARS 2004**

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## Foreword

In 2000, CFPSA adopted a strategic planning model that incorporated the identification of customer characteristics and needs, a SWOT analysis (strengths, weaknesses, opportunities and threats), the validation of existing lines of business, and brainstorming sessions to determine where the potential exits to expand the range of programs, goods, and services offered. The process resulted in the promulgation of the CFPSA Strategic Plan for FY 2001-2003 that clearly signaled the focus on customer service, on breaking down divisional stovepipes, and on a willingness to adapt to change.

In 2003, the same strategic planning model was used in conjunction with a scenario-based approach to more precisely focus future initiatives. The consultation process involved managers in the field and at CFPSA HQ, Base & Wing Commanders and their Chief Warrant Officer or Chief Petty Officer, and members of the Non-Public Property Board of Directors.

I believe that the CFPSA Strategic Plan for FY 2004-2007 charts a prudent yet evolutionary course endorsing:

- The continued delivery of mandated and approved programs, including the implementation of new activities currently underway;
- The implementation of legislated programs such as Employment Equity and Harassment Prevention & Resolution; and
- The development of the new initiatives listed at Tab 6 subject to funding availability and approval by the NPP BOD.

During the next three years, CFPSA will also develop better tools and procedures to survey its authorized patrons and ensure that the nature and quality of MW programs, services, and activities meet the needs of our customers. This data, in conjunction with internally developed performance measures, will also be compared to industry benchmarks to ensure military personnel and their families receive optimal value for the public and non-public dollars spent.

Non-Public Property is a unique and complex construct designed to efficiently deliver the centrally controlled and locally managed MW programs, services and activities essential to the quality of life of military personnel and their families. Because our success depends so much on the knowledge and involvement of Base and Wing Commanders, I intend to take advantage of every opportunity to consult and work with them and to strengthen our partnership. The promulgation of the “CDS Guidance on Morale and Welfare Programs” and its impact on the review of MW Policy Manuals and VCDS Directive 3/96 should go a long way in providing some of the clarifications needed to improve our collective ability to “Serve those who serve”.

John F. Geci

## **CDS Guidance on CF Morale and Welfare Programs**

### **AIM**

1. This document provides guidance for the development of morale and welfare (MW) policies and programs for the Canadian Forces (CF) that are conducted under the auspices of the Canadian Forces Personnel Support Agency (CFPSA). This guidance shall be implemented through applicable orders, instructions and directives. A list of current documents that relate to MW programs is attached at Annex A.

### **INTRODUCTION**

#### **Background**

2. The importance of maintaining the physical, emotional and spiritual well-being of our sailors, soldiers and air personnel and their families has long been recognized as essential to the success of the military mission. For that reason, a wide variety of programs that enhance personnel MW has been provided throughout the history of Canada's military forces.

3. In earlier times, these services were provided under arrangements with auxiliary organizations such as the Salvation Army and the YMCA, or within the military organization by a combination of public and non-public entities. Since 1996, MW programs have been provided by or with the assistance of the Canadian Forces Personnel Support Agency (CFPSA), an organization developed specifically for that purpose, using both public and non-public funds.

#### **Rationale**

4. The main reason for providing MW programs is that they contribute directly and indirectly to military operational readiness and effectiveness. Complementing this operational focus is the commitment to ensure that, wherever they are required to serve, CF members and their families have access to an adequate range of support programs and services. This commitment is made in acknowledgement of the inherent personal hardships and disruption created by the exigencies of military life that can disadvantage our members and their families in comparison to others within Canadian society.

5. MW programs provide facilities and instruction to maintain military physical fitness and health. They promote unit cohesion through individual and team sports. They contribute to interaction, learning and personal growth through recreational programs, clubs and associations as well as specialty interest activities. They provide amenities and entertainment for members deployed on operations and specialized resource centres for the families who remain behind. They provide financial counselling, education and planning services as well as loans and grants to help relieve financial pressures. They provide convenient outlets for consumer goods and services and for the provision of information and education necessary for members to acquire a range of insurance

products to meet their needs. They provide messes, clubs, canteens and social entertainment. Income generated by MW programs also serves as a source of funds to support these programs and services that benefit CF members and their families at the local and national levels. Finally, MW programs are supported by the organizational and command infrastructure necessary to ensure that programs of considerable scope, diversity, complexity and financial worth are managed and delivered efficiently.

## **Funding Sources**

6. MW programs are supported from two main sources: public funds appropriated by Parliament through the Defence Services Program and non-public funds (NPF) generated for the collective benefit of CF members. In addition, the Treasury Board provides public funding for government sponsored life and disability insurance programs. Programs that are a shared responsibility are supported by a combination of public funds and NPF. Public funds may be expended on those programs that are officially designated as either a public or shared responsibility. NPF may provide for other programs with the approval of the Non-Public Property Board of Directors (BOD) at the national level, and the Commanding Officer (CO) at the local level.

7. NPF are derived from non-public property (NPP), a concept defined in Section 2 of the *National Defence Act* that is unique to the CF. Sections 38 to 41 of the *National Defence Act* set out the NPP framework and the duties and functions of the Minister of National Defence, the Chief of the Defence Staff, and COs with respect to NPP. Among its defining characteristics is that NPP is, in general, not subject to the *Financial Administration Act* and is, therefore, administered outside the framework for Crown public funds. NPF employees are also administered in a human resource framework that is distinct from those in DND and the CF.

## **GUIDING PRINCIPLES**

### **8. Responsibilities and Reporting**

COs of static and deployed units, under the guidance of the chain of command, are responsible for the morale and welfare of CF members within their units and, where applicable, their families. CFPSA exists to support the chain of command in that role by delivering an approved range of programs, services, guidance and technical support.

The VCDS shall designate those MW programs and services that may be supported with public resources and define the associated levels of spending authority. The VCDS shall also formalize the arrangements through which CFPSA receives public funds to provide MW programs.

The ADM(HR-Mil) has overall responsibility for policies and programs that support the physical and spiritual fitness, morale and quality of life of CF members, in Canada or deployed.

The NPP Board of Directors (BOD) is chaired by and assists the CDS as the governing authority on NPP, and will exercise authority as delegated by the CDS. ADM(HR-Mil) is deputy chair of the BOD and in that capacity is empowered to provide guidance to the President and CEO of the CFPSA on behalf of the BOD and the CDS.

The President and CEO is accountable to the CDS, through the BOD, for the operation and administration of CFPSA and the delivery of NPF programs. The President and CEO of the CFPSA is accountable to ADM(HR-Mil) for publicly funded MW programs.

While COs are accountable to the chain of command for the morale and welfare of their personnel, direct liaison between CFPSA and units or other elements may be necessary on matters related to MW support at the local level. Matters of MW policy or program issues that have wide or national implications will be addressed through the chain of command.

#### 9. Level of Service

Wherever they are required to serve, CF members and their families should have access to a reasonable level of goods, services, facilities and programs that contribute to their financial, physical, emotional and spiritual well-being.

MW programs and services should be adapted to the specific needs of each military community. Therefore, not all programs and services will be offered in all military communities. A CO need not provide a program or service to which members and families have access through the local community.

In terms of range, availability and user cost, the standard for MW programs should be comparable to that for a progressive community in Canada.

#### 10. Recipients

MW programs are primarily intended to benefit CF members and, where applicable, their families.

The requirements, conditions and impacts of service vary between Regular Force and Reserve Force members, and among members of the three sub-components of the Reserve Force (Primary Reserve, Canadian Rangers and the Cadet Instructor Cadre). Therefore not all MW programs and services will necessarily apply or be applied equally to all CF members and their families.

In appropriate circumstances, other members of the extended military community such as former CF members and their families, DND employees and NPF employees may be given access to specified non-public MW programs and services.

Subject to applicable law and government policy, COs may permit members of the civilian community access to specified NPF programs or services if it is considered beneficial to the military community, does not unfairly compete with program or service

providers within the local community and does not reduce the level of service to CF members and their families.

## 11. Funding

Subject to paragraph 8b and any limitations that may be imposed by the VCDS or the BOD, COs may support MW programs using public funds, NPF or a combination of the two. The amount and composition of funding for MW programs may vary over time and between locations depending on the resources available and the CO's assessment of MW needs in the context of other priorities.

Sponsorship and donations may be obtained from the private sector to help offset the costs of NPF programs and services in accordance with the policy on sponsorships and donations.

A portion of NPF revenues that accrue at the national level will normally be re-allocated to COs for use on local MW programs.

Revenues generated by NPF activities may only be used for the benefit of former and serving CF members and their families unless otherwise authorized by the CDS.

A portion of the revenues generated by NPF activities that are patronized by persons other than CF members or their families may be used for the benefit of those patrons or shared with the organizations that represent them.

The BOD may authorize CFPSA to invest NPF for the purpose of generating income for MW programs and activities.

The President and CEO of the CFPSA will propose the annual CFPSA budget of public funds and NPF for approval. CFPSA requests for and allocations of public funding will be administered by ADM(HR-Mil). Budget allocations of NPF will be subject to approval by the NPP BOD. CFPSA will not budget for a deficit unless approved by the CDS.

12. Management of NPP

All non-publicly funded activities in the CF are under CDS authority and are to be carried out within the approved framework for NPP.

NPF programs at the local and national levels will be managed responsibly and conducted in accordance with normal business practices.

CFPSA will provide guidance and assistance to COs on the management of NPP.

The primary objective of NPF retail activities is to provide a service to members and the secondary objective is to generate revenue for other MW programs. Retail activities should at least break even when the activity is operating at 'steady state'.

The allocation of NPF that accrue at the national level will be subject to approval by the BOD.

13. Cost to Recipients

CFPSA will determine the pricing policies for retail services administered at the national level, subject to guidance that may be provided by the BOD.

Subject to applicable law, government policy and BOD guidance, COs may charge fees for users of community and recreation programs, specialty interest activities and the like.

COs may not charge military personnel a fee to offset public costs for programs that are a public responsibility.

14. Approval of New Programs

Subject to applicable law and government policy, and with the recommendation of ADM(HR-Mil) and approval of the BOD, CFPSA may take on other MW programs for which the public is responsible and will provide funding.

With the approval of the NPP BOD, CFPSA may enter into new NPF business lines that will provide a useful service to members and families.

**CONCLUSION**

15. The chain of command must ensure that CF members and their families have access to the range of MW programs and services that meets the military operational requirement and contributes to a quality of life that is appropriate for these members of Canadian society. To discharge this important responsibility, COs require direction from superior authority as well as the support and assistance of CFPSA. The development of orders, instructions, policies, programs and directives that constitute such direction is to



be based on the guidance provided herein. As circumstances change over time, amendments to this guidance will be issued as required.

Attachment: ANNEX A – GOVERNING DOCUMENTS

ANNEX A to  
CDS Guidance on CF Morale and Welfare Programs

## **GOVERNING DOCUMENTS**

The following references detail the regulatory and procedural framework for the provision of MW programs to the CF. Those responsible for internal DND/CF orders, instructions or directives pertaining to MW programs are to ensure that the spirit and intent of this strategic guidance are reflected therein.

- NDA Sections 2 and 38 – 41 define and set the statutory and legal framework for NPP.
- QR&O Ch 27 deals with Messes, Institutes and Canteens, and Ch 38 deals with Liability for Public and Non-Public Property.
- DAOD 9003-1 is the Governance Framework for the NPP Board of Directors (BOD) and the Canadian Forces Personnel Support Agency (CFPSA).
- VCDS Instruction 3/96 or its replacement defines the programs, prescribes the levels of service, outlines reporting relationships and identifies mechanisms for public funding of MW Programs in the CF.
- A-PS-110-001 or its replacement provides the policy on public support to MW programs.
- When promulgated, a series of Morale and Welfare Policy Manuals will provide policy guidance applicable to NPP and NPF employees, as follows:
  - Vol 1: Governance and Administration
  - Vol 2: Programs
  - Vol 3: CANEX
  - Vol 4: SISIP FS
  - Vol 5: Human Resources
  - Vol 6: Accounting
  - Vol 7: Review and Audit
- The following CFAOs that apply to NPP activities will remain in effect until replaced or superseded by applicable volumes of Morale and Welfare Policy Manuals or other guidance documents:
  - 20-46 Annex H – Personnel Support Programs
  - 27-1 Messes
  - 27-4 Fraudulent Cashing of Personal Cheques
  - 27-6 Base and Station Funds

- 27-8 Branch, Regimental and Group Funds
- 27-9 Disposal of NPP
- 27-10 Artifacts and Memorabilia
- 50-20 Recreation Clubs
- 50-21 Married Quarters Community Councils
- 56-2 Credit Unions – Defence Establishments
- 210-17 Advances to Messes and Canteens
- DCDS Directive 2/2000 – International Operations
- CFP 262 Mess Administration
- CFP 105 Policies and Procedures for NPF Accounting
- The Naval Non-public Funds Manual directs the policy to be followed in the administration of an accounting for non-public fund activities in HMC Ships and Naval Reserve Divisions
- NDHQ Action Directive D8/89
- Ministerial Organization Order 4/90 - CANEX.

# **Corporate strategies**

## **Preamble**

To provide clarity with respect to the organizational status of CFPSA, the following preamble has been incorporated:

“The Canadian Forces Personnel Support Agency (CFPSA) is responsible for administering Non-Public Property (NPP) on behalf of the Chief of Defence Staff (CDS) and delivering selected public morale and welfare programs, services and activities on behalf of ADM(HR-Mil).”

## **Mission**

The mission of CFPSA is:

“To enhance the quality of life of the military community and contribute to the operational readiness and effectiveness of the Canadian Forces.”

## **Vision**

CFPSA’s vision is:

“Leadership and excellence in the provision of morale and welfare programs.”

## **Objectives**

CFPSA strategic objectives are to:

- deliver quality morale and welfare programs, products and services;
- satisfy the morale and welfare needs of the military community;
- foster a professional, dedicated team;
- oversee and to ensure the viability of all NPP; and
- administer NPP efficiently.

## Values

As a partner in the Defence Team, the CFPSA embraces the Statement of Defence Ethics which aims to give greater visibility to a hierarchical set of three ethical principles and a list of six core ethical obligations that are critical to the unique character of the defence community.

The three ethical principles are:

- a. Respect the dignity of all persons;
- b. Serve Canada before self; and
- c. Obey and support lawful authority.

The six ethical obligations are:

Integrity	We give precedence to ethical principles and obligations in decisions and actions. We respect all ethical obligations deriving from applicable laws and regulations. We do not condone unethical conduct.
Loyalty	We fulfil commitments in a manner that helps us fulfil our mission.
Courage	We face challenges, whether physical or moral, with determination and strength of character.
Honesty	We are truthful in our decisions and actions. We use responses appropriately and in the best interests of our mission.
Fairness	We are just and equitable in our decisions and actions.
Responsibility	We perform tasks with competence, diligence and dedication. We are accountable for and accept the consequences of our decisions and actions. We place the welfare of others ahead of our personal interests.

## **Analysis of CFPSA Strengths, Weaknesses, Opportunities and Threats**

The following provides a summary of the findings of the SWOT analysis conducted in 2003 and offers an example of questions that might be used as guidance by staff in the day-to-day administration of CFPSA activities.

### **Strengths**

Does our product, service or activity exploit one or more of CFPSA's strengths?

1. **Co-operative Nature.** Do members understand they benefit from NPF revenues? Will they select our product, service or activity based on this knowledge?
2. **Proprietary Knowledge.** Is it specifically designed for, or targeted to, our members in a way that differentiates it and makes it more desirable than our competitors' products?
3. **Privileged Access.** Does it take advantage of our exclusive presence on CF facilities to make it more convenient or desirable than competitors' products?
4. **Brand Recognition.** Is it marketed or packaged in a way that takes advantage of established brand recognition and loyalty?

### **Weaknesses**

Is our product, service or activity vulnerable to one or more of CFPSA's weakness?

1. **Public Resource Shortfall.** Is there a risk we may not capture the full and long term costs of delivering a publicly funded product?
2. **CRM Dependent.** Does it depend on the effective implementation of CRM or impede the implementation of CRM?
3. **Credibility and Understanding.** Is there a misconception or misunderstanding that would bias our members against our product, or lead them to choose a competitor's product? Does it damage credibility or understanding?

## **Opportunities**

Does our product, service or activity exploit an opportunity?

1. **Strengthen Relationships with Employees and Members.** Does it inform, educate, or motivate employees and customers in a positive way about CFPSA and NPP?
2. **Expand and Penetrate Market.** Is it likely to reach new members in our current markets, or reach new members in a new market?
3. **Exploit CRM.** Does it integrate CRM information and use that information to advantage?
4. **Exploit Technology.** Does it use off the shelf or new technology to bring it to our clients in a way that is better, faster, or less costly than our competition?
5. **Offer new Product.** Is it the first in the marketplace to meet an emerging need, or is it a product, service or activity that we can offer in a way that is better, faster or less costly than our competition?

## **Threats**

Is our product, service or activity vulnerable to, or increase our exposure to a threat?

1. **Loss of Public Support.** Could it prejudice Public funding support?
2. **Challenge to Legal Status of NPP/Role of CFPSA.** Would it invite a challenge to the legal status of NPP?

## **Strategic directions**

The following eight directions will guide the development and management of CFPSA:

### **1. Financial Security**

Develop revenue-generating opportunities to provide a level of funding sufficient to recapitalize existing NPP assets and acquire new assets to meet emerging needs.

### **2. Expand Market**

For resale activities, develop initiatives that increase sales to current authorized patrons, or offer current goods and services to new authorized patrons.

### **3. Educate Members**

Provide members and their families in general, and senior decision makers in particular, with the information they need to understand the unique nature and role of NPP that allows them to develop a sense of ownership and become supportive of NPP.

### **4. Develop Staff**

Provide the Staff of the NPP, Canadian Forces, with a level of training, professional development, and motivation that enables them to provide the highest level of support to members of the CF and their families.

### **5. Exploit Technology**

Identify and implement new tools that enable more efficient or effective delivery of NPP goods and services.

### **6. Crisis Reaction**

Develop plans and procedures to ensure rapid and effective NPP support for members and families in response to dramatically changed circumstances or operational demands.

### **7. Organizational Issues**

Address command and control issues regarding NPP, the relationship between public and NPP, and public funding of NPP activities.

### **8. Enhance Public Funding**

Ensure that policies and procedures for the public support of NPP activities are adequate to meet the level of public support required.



## **Divisional strategies**

### **Service Income Security Insurance Plan Financial Services (SISIP FS)**

#### **General**

SISIP FS has been serving exclusively the Canadian Forces (CF) military community since 1969. Over the past 5 years, the range of products and services, delivered by dedicated professionals, has been expanded substantially to meet the needs of the SISIP FS clientele and to assist them with tailored financial solutions for today and tomorrow.

SISIP FS provides financial products and services to current and former Canadian Forces (CF) personnel and their families, including life and disability insurance, a spousal disability plan and an accidental dismemberment insurance; financial planning, counselling and education; and the Canadian Forces Personnel Assistance Fund (CFPAF) programs. CFPAF includes financial distress loans and grants, self-improvement loans and education assistance loans. SISIP has established a network of 18 offices across Canada to serve better the military community.

In support of the CFPSA mission: “to enhance the quality of life of the military community and to contribute to the operational effectiveness of the Canadian Forces”, SISIP FS has been contributing financially to the Personnel Support Program infrastructure recapitalization program for new or upgraded facilities such as: community centers, pools, gymnasiums and arenas; to events such as the CF Sports Awards banquet, the Volunteers’ Recognition Program and Operation Santa Claus; and to the CFPSA Morale and Welfare Unit Grants.

#### **Mission**

The SISIP Financial Services mission is:

***To be the provider of choice for high quality financial products and services desired by the serving and released members of the Canadian Forces and their families at a cost/benefit advantage in comparison to that available in the marketplace.***

#### **Objectives**

The SISIP FS business plan highlights specific key operational objectives and identifies the performance measures both qualitative and quantitative to support the CFPSA mission and achieve the SISIP FS’ goals. In short, SISIP FS will provide to the military community:

- Life, disability and dismemberment insurance;
- Financial planning services;

- Financial counselling and financial education services as well as the CFPAF programs; and
- Financial contributions to improve the quality of life of the CF community and the operational effectiveness of the CF.

### **Factors Affecting SISIP Financial Services**

The following strategic (S) and operational (O) factors are paramount to the success of SISIP activities:

- The quality of customer service (O);
- The credibility, professionalism and visibility of the organization (O);
- The ability to attract and retain qualified professionals to provide financial products and services (S/O);
- The efficient management of a national network of SISIP FS offices to deliver life and disability insurance, financial planning, and financial counselling services as well as the CFPAF programs (S);
- The quality of the life and disability insurance distribution and administration systems (O); and
- The delivery of formal personal financial education (O).

In addition, the following considerations will have an impact on SISIP FS' ability to achieve its objectives and goals. As a result, these considerations are monitored for anticipated changes:

- The CF Operational Tempo;
- The success of the CF recruiting program;
- The public and media interest in CF personnel compensation and benefits;
- The quality of life in the CF and the high expectations for products and services;
- The effective use of automation technology to improve products and services;
- The volatility of the economy; and
- The increasingly regulated environment for financial services.

## CANEX

### **General**

CANEX will continue to play a vital role in providing the military community with significant revenue to support local morale and welfare initiatives. During the last ten years, CANEX has contributed a total of \$24.4M to Bases’/Wings’ morale and welfare programs.

To continue to be an important player in the retail arena, CANEX will deploy greater efforts to reach all its authorized customers and will aggressively market its programs and services to all potential customers. Building on its newly launched E-Commerce initiative, CANEX will expand its Web base product offering to cater to the needs of all serving and retired military and civilian customers. Other venues such as establishing partnerships with national retail chains, local merchants and negotiating joint ventures with Environmental Chiefs of Staff, regimental funds and unit canteens will also be explored.

CANEX will continue to improve its very successful Simply the Best and Club Xtra programs by adding more products and brands and by giving additional Club Xtra points with the purchase of specific products. The CANEX Home Heating Oil and Home and Auto Insurance programs will be the subject of detailed reviews to ensure that the benefits to customers are maximized.

### **Mission**

The mission of CANEX is

**“to ensure the availability of competitively priced products and services, which satisfy the needs of its customers, while generating revenue for Bases, Wings and Units.”**

### **Objectives**

CANEX local, regional and HQ staff will regularly meet with Base/Wing authorities in order to solicit exchange of ideas on how to improve CANEX services and encourage CANEX involvement/representation onto Base/Wing Fund Committees.

The CANEX business plan highlights specific financial objectives by department, in order to generate adequate revenue to be returned as royalties to serve the military community.

CANEX will expand programs and services to all authorized patrons. Greater efforts will be deployed to reach all retired and former members of the military as well as retired NPF and Public employees.

## **Factors Affecting CANEX**

The following factors have been considered:

- Continually increasing local competition, increased operational tempo and a significant reduction in foreign military training are some of the key factors that will continue to impact on CANEX' ability to grow sales.
- The development of a CANEX E-Commerce capability to service deployed personnel, as well as remote locations.
- Support to deployed forces in Bosnia will continue to boost the CANEX image as they strive to meet customer needs.
- Public funding support must be maintained or enhanced. Any deterioration of these funds will reduce profits available for Base/Wing/Unit Funds.
- Increased operating and overhead costs continue to be a major concern for CANEX. Margins continue to be under constant pressure from an increasingly aggressive market place.
- The CANEX Credit Plan will have to be reexamined, as it is no longer an attractive marketing tool for CANEX. Most Canadian retailers now offer a range of credit plan options that offer better terms and conditions than the CANEX plan.
- The structure of the CFPSA/NPF has an impact upon CANEX. Any restructuring or governance model must consider the impact on CANEX. CANEX' status as a unit of the CF provides certain benefits and rights which, if jeopardized, could affect its ability to operate (i.e. SOFA status for NATEX)

## **Factors Affecting NATEX**

The following factors have been considered:

- The negative impact the introduction of the Euro currency continues to have on the spending habits of European customers.
- Heighten security at the E3A Component, coupled with the deployment to Iraq of a large contingent of British soldiers from Rheindahlen base, will continue to have a negative impact on NATEX sales.
- NATEX will continue to keep a close eye on the competition and maintain its advantage pricing strategy.

## **Personnel Support Programs Division (PSP)**

### **General**

The PSP Division views the next half decade as a critical period that will see the culmination of the VCDS/ADM (HR-Mil) study of public support to Morale and Welfare which will bring new clarity to the delivery of these critically important programs. These new revitalized policies will enable the division and our base/wing/unit partners to more confidently pursue both public and NPF initiatives aimed at enhancing the Quality of Life of the Military Community. Overseas in partnership with the DCDS staff, the PSP Division will continue to deliver high quality M&W Programs to deployed forces while preparing to meet additional tasking. With the assistance of our base/wing/unit partners, we will attempt to fund and fully execute the new CF Youth Program. A major PSP HR initiative slated for introduction in the next one to five years will be the PSP Division Succession Planning Process – a bold initiative to ensure the future leadership for PSP (CFPSA/Base /Wing/Unit) are trained and ready to take the lead over the next decade. Lastly and importantly, the Director Military Family Services will introduce a series of new initiatives designed to bring the MFSP in line with the recommendations of the CRS Review and the Family Services Review Working Group. These initiatives include a new CF/MFRC funding and program delivery agreement in the form of a Memorandum of Understanding and a new MFSP Operational Plan which will outline program deliverables and performance expectations.

### **Mission**

The PSP Division mission is “To provide quality physical education, recreation, morale and family services to the CF community”.

### **Objectives**

In addition to the delivery of services and programs outlined in detail in its FY04/05 business plan in each area of responsibility, the PSP Division will focus on the following key objectives:

- Contribute to the development of new and revised Morale & Welfare policies and procedures;
- Introduce a Succession Planning/Training Program for PSP Division employees and PSP employees from bases/wings/units;
- Effectively transition Canadian/Military Family Resource Centres to new service standards and accountability measures;
- Clarify the policies pertaining to Reserve Force participation in CF fitness & sports programs;
- Conduct the CISM World Military Volleyball Championships at CFB Kingston in Jun 04 and the CISM North America Region Soccer Championships in CFB Esquimalt Jan 05;
- Provide enhanced CF Radio Television Services to Op Athena in recognition of bilingual programming requirements;

- Implement and fund the introduction of the CF Youth Program;
- Re-organize DPSPR to more effectively, efficiently and seamlessly provide support to CF deployed operations.
- Improve the delivery of the Canadian Society of Exercise Physiology program by requalifying all CFC to Ed 3 of the CPAFLA and CPAFLA course conductors and accredited testing sites
- Manage personnel, financial and administrative aspects of HP delivery from a national perspective
- Direct the application of methods and procedures to monitor the quality of health promotion services provided, as per the CFPSA/DGHS SLA
- Develop a strategy for Health promotion services for stable deployed operations
- Conduct the Second Annual CFPSA Health Promotion Directors Conference in May 2004
- Ensure the training of PSP HP personnel on bases, wings and units on all DGHS/CFPSA developed HP programs
- Provide national support for Sponsorship and Newspaper services to bases, wings and units. Offer added value by introducing services that will help increase national revenues in sponsorship and advertising.

### **Factors Affecting PSP**

There are a number of strategic issues that could significantly impact the successful implementation of the PSP Division business plan. These are:

- The status of the Review of the Public Support to Morale & Welfare being undertaken by DQOL. Failure to achieve the specific milestones will hamper divisional/base/wing progress re Morale & Welfare delivery;
- Lack of public or NPF funding in support of the Youth Program will result in implementation delays or postponement of the program;
- Failure to approve & fund the Succession Plan will jeopardize the future delivery of CF Morale & Welfare Programs;
- Failure to gain TB approval for the use of the MOU to fund the MFSP/MFRCs could impact program delivery.

## **Finance and Informatics Division**

### **General**

The Division continues to seek out opportunities for process and continual improvement in order to provide the most efficient and cost effective accounting, insurance and IM/IT services to the NPF community and to generate savings to both NPF and the Public.

The Division manages the Canadian Forces Central Fund (CFCF) investment portfolio prudently and conservatively within a well-defined investment policy in order to produce superior returns necessary to support a wide array of NPF programs and activities.

### **Mission**

The Finance Division mission is:

*“to provide quality accounting, financial, payroll, insurance and IM-IT services to NPF organizations and to CFPSA, and to maximize investment revenue while maintaining the financial health of the CFCF”.*

### **Vision**

The vision is to achieve a robust CFCF that generates sufficient revenues to meet current and future CFPSA program requirements; and leadership and excellence in the provision of accounting, financial, payroll, insurance and IM-IT services.

### **Objectives**

The Finance Division key objectives are:

- Maximize CFCF investment Revenue within risk parameters
- Protect NPF assets
- Ensure all NPF employees are paid accurately and on time
- Provide all required NPF financial services efficiently and effectively
- Provide all required NPF accounting services efficiently and effectively
- Provide current and effective accounting policies and procedures
- Provide excellent IM/IT customer services including responsive software and hardware assistance to all users
- Provide IM/IT capabilities that facilitate the making of strategic and operational decisions
- Provide an IM/IT environment capable of supporting new business initiatives
- Establish seamless communications throughout the CFPSA, the rest of DND, and suppliers, customers and clients
- Ensure efficient and effective data and information capturing, processing and dissemination
- Provide IM/IT solutions capable of streamlining the working processes of NPF personnel – both off the shelf and in-house developed

- Migrate all IM/IT applications to industry standard technologies
- Continually acquire and update the overall technological environment through a proven technology strategy
- Provide effective Web management and exploit opportunities for Web utilization to improve business applications
- Provide business planning support to Departmental business planning requirements
- Provide effective corporate administrative/accommodation services to the CFPSA headquarters
- Provide best practices in Divisional Management and Administration

### **Factors Affecting Finance Division**

Following are some of the most important factors that can affect the Finance Division activities and performance:

- Overall investment market climate and performance, which has a direct impact on funds generated by the CFCF to support NPF activities and programs.
- Cost of acquiring commercial insurance coverage for property, liability, environmental and Directors and Officers (D&O) as part of providing overall insurance risk management to all NPF programs and activities
- The rate of technology change with respect to the delivery of IM/IT services
- The ever increasing demands for IM/IT services, particularly with respect to web development and management, and within a limited resource allocation



## **Human Resources Division**

### **General**

Today's organizational environment demands that Human Resources contributes directly to the organization's bottom line. The HR Division must be able to justify its activities and resource expenditures as the role of HR evolves and is now challenged to become more savvy strategic partners which can align more closely with other operating and support units.

As a strategic support function, HR Division will provide the framework through which CANEX, SISIP, PSP and other CFPSA/NPF operations will attain their objectives by maximizing their human capital assets. The extent to which the support programs will be developed depends on the strategic direction of the CFPSA.

The ExMB identified five core employee characteristics of the CFPSA that are seen as the most critical for individual and organizational success in the 21<sup>st</sup> century. All members agreed that the following characteristics were common to all Divisions of the organization. Once these characteristics are well defined, they will become the foundation for achieving success through the Agency's Human Capital in a way consistent with the CFPSA values, vision and strategic objectives. The core characteristics are the following:

- Team player
- Customer focused
- Positive attitude
- Excelling/success oriented and
- Competent

### **Mission**

The HR Division mission is:

***“To provide customer oriented HR Programs in support of CANEX, SISIP, PSP and the operational effectiveness of the CFPSA/NPF”.***

CFPSA envisions to be recognized as an effective and efficient organization in ***“Serving Those Who Serve”***. HR Division will develop conditions to achieve and maintain this vision through consistent quality HR programs and activities.

## **Objectives**

A summary of the strategic objectives and issues is presented separately. In short, strategic and operational objectives focus on:

- Positioning the HR Division to be responsive to clients' needs
- Create a HR Program, that focuses on employee characteristics common to all Divisions and necessary to the success of the Agency
- Integrate HR in the business cycle
- Defining the HR Service Delivery Model

## **Factors Affecting Human Resources Division**

Any changes that impact on the competitiveness of CANEX and SISIP will have an impact on PSP and consequently on HR. Increase support for expatriate employees, expansion of PSP programs, demographic changes and changes in funding whether Public or NPF will have direct impact on HR.

## **Internal Audit & Review Division**

### **General**

The Internal Audit & Review Division (IA&R) supports CFPSA's mission with a focus on providing integrated client-focused and solution-oriented internal audit and review services across the full spectrum of NPP operations.

The Division continues to provide excellent audit services and consultancy advice to the CFPSA, the Environmental Chiefs of Staff and Bases/Wings/Units of the CF, whenever asked.

### **Mission**

The IA&R Mission is

**“to provide independent appraisal and client-focused advice to management on all financial and operational issues.”**

### **Objectives**

The Vice President, IA&R undertakes to meet CFPSA priorities through the following objectives:

- To provide performance review and internal audit capability, in accordance with the IA&R Audit Charter and the Board of Directors' Annual CFPSA Audit Plan;
- To contribute to the effectiveness, efficiency and transparency of CFPSA Operational and Support Divisions and Base/Wing/Unit organizations;
- To contribute to good corporate governance and to broad-based risk management in the area of NPP operations; and
- To contribute to CFPSA/Division team building.

## **Factors Affecting IA&R**

### **Breadth of Coverage**

- The NPP Board of Directors, the NPP Audit and Accountability Committee, the CFPSA, and all Base/Wing/Unit organizations are each individually and collectively integral components of the NPP accountability framework. Accordingly, IA&R provides service across the spectrum of that framework.

### **Shared Responsibility**

- IA&R has a partnership responsibility for coverage in NPP shared activities. The Division, as the centre of expertise in NPP internal audit and review, provides NPP audit service to partners such as Chief Review Services, NDHQ Group Principals and Environmental Chiefs of Staff.

### **Strategic Risk Management**

- IA&R develops, for the NPP Board of Directors, an annual CFPSA Audit plan and, through this medium contributes to the Board's and the Agency's ability to mitigate risk, while ensuring achievement of strategic objectives.

## **Highlights for FY 04-05**

There will be a mix of CFPSA and Base/Wing/Unit -oriented reviews/audits ranging from comprehensive and compliance audits to management framework reviews. Effort will remain weighted to CFPSA clients with provision made to include projects in response to requests for Special Reviews/Audits.

Projects are incorporated into the CFPSA Audit Plan using a Strategic Risk Management framework. The application of such a framework contributes significantly to the development of the annual plan and provides IA&R with a tool to ensure that coverage includes statutory audit requirements, as well as risk areas identified by senior managers having NPP responsibilities. It is through this process that the CFPSA Audit Plan for FY 04-05 is developed.

**Annex A – Initiatives - NPP Funds required in addition to baseline funding**

Item		Activity	Div	Cost	Cost	Cost	Cost	Cost	S	Comments
				04/05 In 000\$	05/06 In 000\$	06/07 In 000\$	07/08 In 000\$	08/09 In 000\$		
C019	4	<u>Employee Relationship Management (ERM)</u> Ensure that similar terms and conditions of employment exist for all NPF employees in their respective category (CAT I, CAT II, CAT III). Where feasible and cost effective, provide conditions which approximate those provided in comparable markets.	HR	10	30	50	50	50	3	33% public – see C019P  Impact mostly on CANEX and Base Funds
B057	2	<u>CF Youth Program - Trial</u> The intent of the Youth Program Enhancement funding will be to expand PSP Community Recreation's and the MFRC's ability to provide youth programs and services. One strength of the National Youth Model lies in the appreciation that quality programs and services already exist at each CF location. By allotting funds to enhance, universalize and grow youth programming at all CF locations, the CFPSA Youth Project Team believes that the impact of existing youth programs and services will be significantly improved.	PSP	475	950	950	0	0	1	\$950 is steady state funding  In support of recommendation # 66 – SCONDVA Report dated 1 Dec 1999
A129	5	<u>Customer Relationship Management (CRM)</u> The CRM project is intended to increase the ease of access and reduce the administrative burden for users of NPF programs and activities as well as improving the efficiency of the programs and activities themselves. The CRM project has the following sub-components - (1) mess back office automation, (2) fitness, community	CFO	0	120	245	0	0	3	FY 04/05 already funded as part of baseline  Contingent on receipt of public funds in FY 05/06 and after.

		and recreation facilities bookings and program back office automation, (3) member profile database, (4) on-line program description and registration/enrolment, (5) automated, consolidated membership billing, and (6) extension of Club Xtra loyalty program across all NPF programs and activities								
F001		<p><u>Assistance to small units - Trial</u></p> <p>As the demand for recreational services increases at small units, the ability to deliver consistent, high quality programs and services that are responsive to CF members' and their families' needs, becomes increasingly challenging. In addition, small units, without the benefits of NPF fund generating opportunities through CANEX, are further challenged with delivering responsive recreational services within resource allotments. To address the need for universal recreation programs and facilities at all CF locations, the CFPSA has designed a Small Unit Grant.</p> <p>The purpose of the Small Unit Grant is to enhance the availability of recreational programs, services and facilities at small units. A maximum recurring grant of \$24,000 per location will be available annually (\$12,000 in FY04/05) to support the following:</p> <ol style="list-style-type: none"> <li>a. capital retrofits and implementation of recreational facilities;</li> <li>b. development and implementation of recreational programs for CF members and/or their families;</li> <li>c. purchasing recreational equipment for use by CF members and/or their families;</li> <li>d. the implementation of special event for CF members and their families.</li> </ol>	PSP	150	300	300	0	0	1	<p>\$300 is steady state funding</p> <p>This is not a per capita grant, but a plan to have some money available for small units to pay for capital expenditures they sometimes incur. On Demand, so it may not be amount shown.</p>

E010	1	<p><u>Define Future Infrastructure Needs</u></p> <p>There is a requirement to determine how NPP could be used to support future Morale &amp; Welfare (M&amp;W) Program infrastructure needs. There are numerous M&amp;W areas identified through the strategic planning process that need to be examined to determine the extent to which a solid business case exists to support a future NPP capital investment program. These areas include messes, transient quarters, leisure properties, conference facilities etc.</p>	PSP	25	0	0	0	0	1	May be in part funded by the public. Requires senior CF leadership op down initiative.
A092	2	<p><u>Administer the NPP Sponsorship Program</u></p> <p>Corporate sponsorship / donations have become an increasingly important revenue source for M&amp;W NPP programs. There is a requirement for the CFPSA to manage NPP Sponsorship activities on behalf of the CDS to ensure their compliance with both NPP policy and ethical guidelines. This management includes providing training to B/W/U sponsorship agents to ensure NPP &amp; regulations are consistently applied and therefore the integrity of the program protected.</p>	PSP	65	65	65	65	65	1	
A141	3	<p><u>Develop CFPSA Video Production Cell</u></p> <p>This initiative will allow the CFPSA video production component of the Director Communications to provide video services to NPP organizations as a service as opposed to on a cost recovery basis.</p>	PSP	30	30	30	30	30	1	
A161N	4	<p><u>Employee Assistance Program</u></p> <p>Develop an NPF employee EAP (consider partnering with DND EAP/MAP)</p>	HR	46	46	46	46	46	3	No more partnership with MFRC. 33% public responsibility (see A161P)
B046	2	<p><u>Travel Services</u></p> <p>Develop the capability to market and sell leisure travel and vacation packages.</p>	CORP	25	25	25	25	25	1	Partnership with Industry

D007	3	<u>Understanding of NPP &amp; Partnership with Bases/Wings</u> Develop a training package on NPP for Base/Wing Commanders and their advisors (BCWO/BCPO, CE Officers, JAGs, Personnel Services Officers, and PSP Managers) Strengthen the partnership with Base Commanders on MW issues through consultation and regular contact.	CORP	25	0	0	0	0	1	To be completed in co-ordination with ADM(HR-Mil)
A119	4	<u>Training &amp; Development for NPF Employees</u> Move to 2.5% of salary based on needs Assessment (Incremental Increases)	HR	0	0	0	0	0	3	33% public but funded entirely by NPF in 04/05 (includes \$170 in baseline funding) Under review by CFPSA IA&R
<b>TOTAL</b>				<b>851</b>	<b>1566</b>	<b>1711</b>	<b>216</b>	<b>216</b>		

**Key to shorthand:**

**Item**

- A - 2000 CFPSA Strategic Planning Process
- B - 2000 Base/Wing Commanders Forum
- C - 2003 CFPSA Strategic Planning Process
- D - 2003 Base/Wing Commanders Issues
- E - 2003 Base/Wing Commanders Activities
- F - Added with final review

**Category**

- 1 - Secure Financial Security
- 2 - Expand Market
- 3 - Educate Members
- 4 - Develop Staff
- 5 - Exploit Technology
- 6 - Crisis Reaction
- 7 - Organizational Issues
- 8 - Enhance Public Funding

**Status**

- 1 - To be completed within the next year
- 2 - To be completed within three years
- 3 - To be completed within five years



**Annex B - Initiatives – Publicly funded or delivered using existing resources**

#		Activity	Div	Cost	Cost	Cost	Cost	Cost	S	Comments
				04/05 In 000\$	05/06 In 000\$	06/07 In 000\$	07/08 In 000\$	08/09 In 000\$		
A176	1	<u>Marketing</u> Develop and implement a marketing plan to offer programs, services, and activities to all authorized patrons, including at small units and in the NCR.	CORP						5	Existing resources
E001	2	<u>National discounts</u> Determine the feasibility for CANEX to negotiate with national or regional retail and service providers, special discounts or value added benefits for members of the military community.	CANEX						3	Existing resources
E033	2	<u>Irritants due to mobility of CF members &amp; family</u> Determine if the possibility exists to set up national programs for military personnel and their families (firearms acquisition, drivers license program/car registration, hunting & fishing license).	CORP						N	Will consult with JAG
B006	3	<u>Enhance CFPSA Communications</u> A number of communications initiatives are proposed to enhance the understanding of the roles of the CFPSA and NPP.	PSP						3	Part of ongoing communications plan

A117	4	<u>Mobility of dependants employed with NPF</u> Develop employment programs and initiatives specific to military families to ensure their employability	HR						3	Existing resources
A158	4	<u>Peacekeeping medal</u> Define and apply the procedures for awarding peacekeeping medal to NPF personnel for deployed operations (policy and management)	HR						3	Existing resources
A013	4	<u>Develop JTF Selection Standards</u> A project funded by DCDS/JTF-2 to develop selection standards for the unit.	PSP						1	Public cost
A052	5	<u>Provide info on military injuries</u> A project funded by Director Casualty Administration Support (DCAS) to compile a compendium of information on military	PSP						3	Public cost
A023	5	<u>Mission Information Line</u> Examining the possibilities of enhancing the accessibility of the mission information line interactive voice response system recordings by CF members on the internet	PSP						1	Public cost
A049	5	<u>Develop Ships Divers STD</u> Funded by ADM(HR-Mil), a project to develop standards for ship divers.	PSP						1	Funded
E023	5	<u>Survey Customer Service</u> Customer input and feedback - a further enhancement	IA						N	Existing resources

E029	5	<u>Needs of new CF members</u> Conduct a survey, assessment of needs of young recruits / members	IA						H	Existing resources
C030	6	<u>CFPSA Support to Deployed Operations</u> A no cost staff exercise to develop a CFPSA readiness plan to support short notice CF deployments	PSP						1	Existing resources
D002	7	<u>NPP Governance</u> Conduct review of national and base fund governance models to ensure that chain of command / consultation process is rationalized and that programs are well integrated, communicated and understood.	CORP						3	Existing resources
B054	7	<u>PSP Management of Mess Operations</u> For the new Volume II, determine the role of the PSP Manager and PMC in mess operations.	PSP						1	Existing resources
B059	8	<u>Investigate Responsibilities - Sports Officials</u> A no cost staff exercise to determine the responsibility (Public vs NPF) for funding the salaries of sports officials.	PSP						3	Existing resources
B012	8	<u>Viability of Public &amp; NPF programs</u> Consult and reflect on the delivery of publicly and NPP funded programs to determine where the potential exist to more efficiently serve all authorized patrons, including reservists and PS.	CORP						3	Existing resources

B032	1	<u>CFAO 50 series</u> Review and recommend changes to CFAO 50 series where required.	PSP						1	Existing resources
C020 P	4	<u>Training &amp; Development of NPF Employees</u> Move to 2.5% of salary based on needs Assessment (Incremental Increases)	HR			P600			3	33% public all NPF in 04/05 (includes \$170 in baseline funding)
A019	2	<u>Special Needs children</u> Develop and Implement a Policy and Standard and services for families with Special Needs children)	PSP	P650					1	Not funded Recurring
A175	1	<u>CFPSA/PSP Performance Measurement</u> Develop appropriate protocols to measure the effectiveness of PSP programs.	PSP	P65					1	Not funded
F003		<u>Fire Fighter Research</u> As funded by CFFM conduct R&D on Fire Fighter PF Standards and their applicability to women.	PSP	P50					1	Funded
A020	4	<u>MFSP Second Language Training Program</u> Modify the existing SLT curriculum for distance learning	PSP	P447					1	Not funded
A161P	4	<u>Employee Assistance Program</u> Develop an NPF employee EAP (consider partnering with DND EAP/MAP)	HR	P26	P26	P26	P26	P26	3	No more partnership with MFRC. 23% public responsibility (see A161N)

A022	7	<u>Community Needs Assessment Resource Guide</u> Develop Community Needs Assessment Resource Guide, standard and protocol for C/MFRCs	PSP	P40					1	Funded
A039	4	<u>Youth Model</u> Develop and implement the “Connecting Youth” component of the Youth Model	PSP	P290					3	NDOL Funding
A026	2	<u>Hosting - CISM events</u> Hosting CISM Event (Volleyball June 04, Regional Soccer Jan 05, Triathlon 06, possible Basketball 08)	PSP	P250 + P150					1	Funded
F004		<u>CIC Personnel</u> Develop PF Standards for CIC personnel	PSP	P15					1	Funded
C019 P	4	<u>Employee Relationship Management (ERM)</u> Ensure that there a similar terms and conditions of employment for all NPF employees as per their respective category (CAT I, CAT II, CAT III). Provide conditions where feasible and cost affective, which approximate those provided in comparable markets.	HR	P0	P100	P110	P110	P110	3	33% public – see C019N
B033	1	<u>Policy development</u> Review and update CFP 110 and create Vol I and Vol II. Review to address performance indicators and benchmarking, best practices, synergies between public & NPP, and levels of service.	CORP	P125	P125	P125	P125		1	This is already funded as part of baseline funding – already budgeted
A021	7	<u>Administration – C/MFRCs</u> Enhance C/MFRC administrative capacity (recurring)	PSP	P1200					1	Not funded

F002		<u>Physical Standards - Fire Fighters</u> Develop Fire Fighter Physical Selection Standards	PSP	P100					1	Funded
E014	8	<u>Review - MW fitness and family support</u> Conduct a comprehensive review and definition of all services in the area of MW fitness and family support.	PSP/ DQOL	P100					1	Funded
A129	5	<u>Customer Relationship Management (CRM)</u> The CRM project is intended to increase the ease of access and reduce the administrative burden for users of NPF programs and activities as well as improving the efficiency of the programs and activities themselves. The CRM project has the following sub-components - (1) mess back office automation, (2) fitness, community and recreation facilities bookings and program back office automation, (3) member profile database, (4) on-line program description and registration/enrolment, (5) automated, consolidated membership billing, and (6) extension of Club Xtra loyalty program across all NPF programs and activities.	CFO	P200	P650	P1050	P450		5	In conjunction with NPF initiative
A144	1	<u>Internal printing capability</u> Provide improved internal printing capability and offer excess printing capacity to other NPF organizations. This service is to be offered on a full cost recovery basis.	CANEX	B530					1	New equipment, part of CANEX capital program

A184	2	<u>Customer service</u> Develop customer service ethos and employee training programs. Actively seek customer feedback using customer surveys, the CANEX Web site and a 1-800 customer service line.	CANEX	B25	B25	B25	B25	B25	5	Funded by CANEX Shared with CFO
A104		<u>Kit shops and canteens</u> Explore the feasibility for CANEX to partner with units in the operation of unit kit shops and canteens.	CANEX						5	
B060	2	<u>Home &amp; auto insurance program</u> Expand the existing home and auto insurance program. Investigate the possibility to bring a second insurance provider into the program.	CANEX	B25					1	Funded by CANEX
A128	2	<u>Banking Services</u> Introduction of a group banking services program based on a virtual bank concept, operated by a national commercial bank (CIBC) which provides preferential rates on transactional services (bank accounts - chequing, savings), and credit instruments (personal loans, lines of credit and mortgages), and eliminates the requirement to make new banking arrangements when a member is re-located."	CFO	B10	B10	B10	B10	B10	1	Paid from current baseline

**Key to shorthand:****Item**

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**Category**

1 - Secure Financial Security  
 2 - Expand Market  
 3 - Educate Members  
 4 - Develop Staff  
 5 - Exploit Technology  
 6 - Crisis Reaction  
 7 - Organizational Issues  
 8 - Enhance Public Funding

**Status**

1 - To be completed within the next year  
 2 - To be completed within three years  
 3 - To be completed within five years  
 H - On hold until resources available  
 N - New Item – no status assigned

**Cost**

P – Publicly funded  
 B - Baseline



## Annex C - Overview of CFPSA Strategic Planning Process

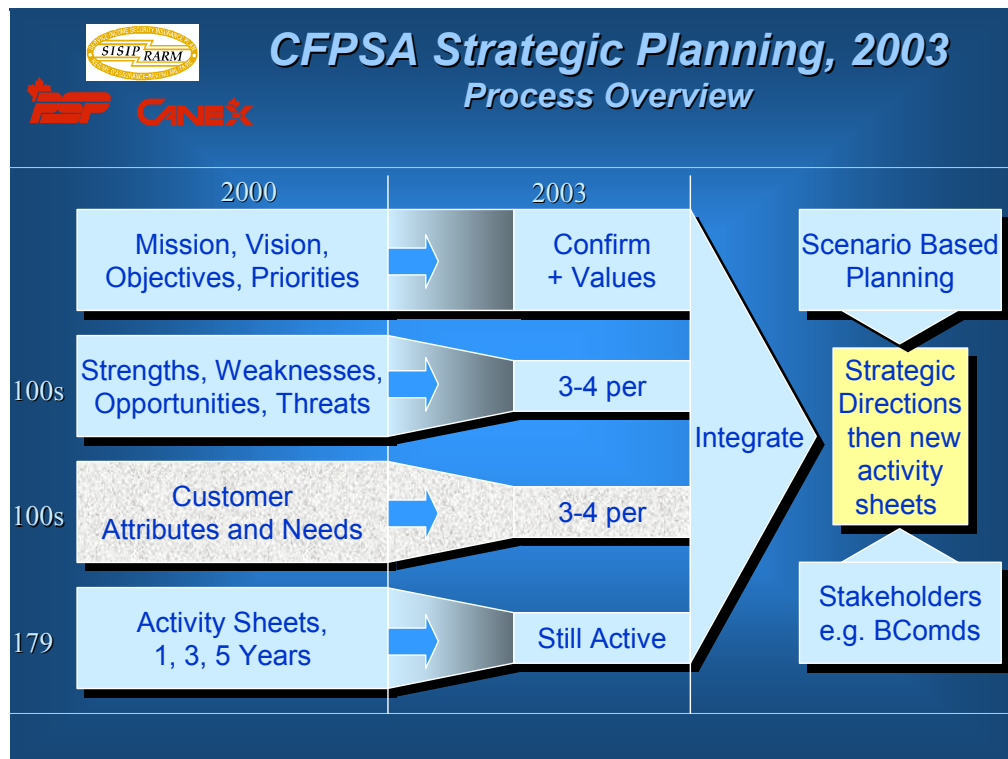
1. The current CFPSA strategic planning process is a continuation of that which began in May of 2000. At that time, CFPSA engaged all members of the ExMB, Direct Reports, Base and Wing Commanders in a comprehensive strategic planning process spanning a ten-month period. The process began with a description of the characteristics and needs of the defence team members served by CFPSA. This was followed by a description of the mission, vision, objectives and priorities. A detailed SWOT analysis was also completed.
2. Within the framework of this environment, several hundred initiatives to achieve the CFPSA objectives were tabled. These were refined to 179 Activity Sheets and integrated into a 1/3/5 year planning framework covering the period 2001-2005. A final report for the strategic plan was published on 1 March 2001 and presented to the NPP BOD for their approval. Although this plan was essential to shaping the direction of CFPSA over the following two years, it was recognized that a consolidation and refinement of the strategic planning results was required.

### 2003 Strategic Planning Process

3. The current CFPSA strategic planning process, which began in December 2002, validates and builds on the results of the 2000 strategic plan. This process consists of the following steps:
  - a. **assess the environment** within which CFPSA operates by engaging in scenario based planning, refining the Mission, Vision, Objectives and Priorities based on the experience of the past three years, update and consolidate the SWOT to ensure it is current and useful in a day-to-day working environment, and re-examine the characteristics and needs of our defence team members;
  - b. **identify strategic directions** that CFPSA could pursue within the next five years to achieve the objectives within the context of this environment described above;
  - c. **integrate the needs and expectations of Base/Wing commanders** to ensure the strategic plan is relevant to stakeholders;
  - d. **identify activities** required to achieve the strategic direction by reassessing activity sheets from the 2000 Strategic Plan, and creating new Activity Sheets as required;
  - e. **create a new 1/3/5 planning framework** for the next period, and present this for NPP BOD approval.
4. The overall strategic planning process is similar to the 2000 approach. As noted above, however, scenario based planning has been introduced to the current process. The strategic planning began with separate sessions for members of the

ExMB and Direct Reports. The results of the separate sessions were consolidated and reviewed at the Joint Session held in June 2003. Based on the environment described in the two independent sessions, the participants of the Joint Session proposed a number of strategic directions for CFPSA (see Annex A). These were presented to Base and Wing Commanders in October 2003 for consideration and validation. The results were presented to the NPP BOD for their review and evaluation on 14 October. The expectations and requirements of Base and Wing Commanders are being integrated into the strategic directions, and from these CFPSA will develop activity sheets to achieve the direction desired. The results will be consolidated into a new 1/3/5-year plan and presented for approval by the NPP BOD.

5. The strategic planning process is summarized in the following illustration:



6. As part of the stakeholder feedback process, PSP managers were also provided an overview of this strategic planning process on 7 May 2003. They were invited to offer comments on issues they believe are relevant in the shaping of the CFPSA strategic plan.

7. The following figure illustrates the milestones for the current CFPSA strategic planning initiative.

