

**CANADIAN FORCES  
PERSONNEL SUPPORT AGENCY**



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

**CFPSA STRATEGIC PLAN  
2006 – 2009**

*“Serving Those Who Serve”*

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## **I - Foreword**

On behalf of the Non-Public Property Board of Directors, I am pleased to present the Canadian Forces Personnel Support Agency's 2006 - 2009 Strategic Plan.

Building on the consultation process and analysis conducted in support of the January 2004 Strategic Plan, the CFPSA executive team has updated the document to reflect recent guidance and directions and to more effectively highlight some key divisional challenges that need to be addressed.

Under the leadership of the Chief Executive Officer, I believe that this new road map provides the direction needed for CFPSA to be more closely aligned with the administration and culture of the organization that it supports. The document also endorses the requirement for a more focused approach that will free up resources to tackle issues that need to be addressed on a priority basis.

I am also confident that the CFPSA Strategic Plan provides the necessary latitude for the CFPSA team to adjust to the changes that the Canadian Forces Transformation initiative will surely bring.

G. E. Jarvis  
Vice Admiral  
Chief of Military Personnel

## *II - Executive Summary*

### Context

In October 2004, the new Chief Executive Officer was mandated to re-align the management and administration of Non-Public Funds (NPF) and of the Staff of NPF, Canadian Forces. During the next few years, Non-Public Property capabilities will also continue to be leveraged to deliver morale and welfare programs in the context of the organizational changes that will result from the implementation of the CF Transformation.

### CFPSA Strategy

The 2005 strategic review provided an opportunity to reflect on the need for CFPSA to develop a new strategic approach (section IV, page 8) that would highlight its unique value proposition in terms of programs, services, and activities tailored to meet the needs of military personnel and their families across Canada and abroad. The CFPSA strategy also clearly identifies the requirement to make tradeoffs when selecting activities and lines of business and to integrate the management of the offerings in an environment that builds on existing strengths and promotes continuous improvement to meet the changing needs of customers.

### Process

In light of the challenging conditions briefly outlined above, strategic issues were identified and core strategies elaborated (section V, page 11) to help the organization achieve its overall strategy. The core strategies were rationalized to produce a list of five strategic directions. Finally, the service delivery and support divisions were asked to develop realistic goals and objectives to help managers at all levels focus resources on priority issues.

### Results

The 2005 strategic planning process has created an increased focus on priorities and resulted in a reduction in the number of strategic directions from eight to five as follows: (1) Education and communications, (2) Human Resources harmonization, (3) Market penetration, (4) Financial security, and (5) Refine the NPP accountability framework. The final section of this strategic plan (Section VI, page 15) provides details with respect to the divisional goals and objectives that have been set in support of those five strategic directions.

### **III - Organization History and Profile**

The Canadian Forces Personnel Support Agency (CFPSA) was established by the Defence Management Committee (DMC) in 1996. Vice Chief of the Defence Staff (VCDS) Instruction 3/96 promulgated this decision by defining the programs and Personnel Support Programs (PSP) services to be provided and by prescribing the funding mechanisms. The rationale for creating the CFPSA was largely based on a business case in which substantial financial savings were achieved by deleting 499 military positions that had delivered specified Public Morale and Welfare (MW) programs and replacing them with 427 NPF personnel who have provided a similar service within the non-Public framework.

The CFPSA mission is to enhance the Morale and Welfare of the military community, thus contributing to the operational readiness and effectiveness of the Canadian Forces.



The CFPSA plays an integral role for the Department of National Defence (DND) and the Canadian Forces (CF), encompassing public and non-public responsibilities for the delivery of Morale and Welfare programs, services and activities and applying both public and non-public resources in accomplishing its mission. Created by the National Defence Act, Non-Public Property (NPP) has existed in Canada's Armed Forces since at least the Second World War. NPP exists for the benefit and welfare of the current and former members of the CF and their families.

Since its creation, CFPSA management and funding arrangements have evolved. The original group of Public MW programs, as well as others added since 1996, are delivered and/or managed by NPF employees and administered within the NPP financial framework. In addition to program management and service delivery, CFPSA is responsible for developing policy for many of these programs since virtually all of the program expertise that previously resided in Director General Personnel Services (DGPS) is now NPF staff.

Morale and Welfare (MW) Programs include CANEX retail sales and services; SISIP FS life and disability insurance and other financial services such as financial planning, financial counselling and education, and financial assistance through the Canadian Forces Personnel Assistance Fund (CFPAF); and Personnel Support Programs (PSP) that include physical education programs (fitness & sports); recreation programs; family support programs; amenity programs for deployed troops, deployed operations, health promotion and messes. These programs are delivered both directly by the CFPSA and through Bases/Wings. The program divisions are backed by three support divisions: Finance and Informatics (FI), Human Resources (HR), and Internal Audit & Review (IA&R).



#### **IV- Strategic Components**

##### **Preamble**

The organizational status of CFPSA is as follows:

“The CFPSA is an administrative construct created by the CDS to assist him in fulfilling his responsibilities for the administration of Non-Public Property as established in Sections 38 to 41 of the National Defence Act. The CFPSA is part of the ADM (HR-Mil) Group.”

## **Mission**

The mission of CFPSA is:

“To enhance the Morale and Welfare of the military community, thus contributing 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.”

## **Motto**

CFPSA’s motto is:

“Serving Those Who Serve”

## **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 all NPP; and
- Administer NPP efficiently and ensure its viability.

## **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.



## **Strengths, Weaknesses, Opportunities and Threats**

### Strengths

1. Co-operative nature (revenues re-invested in support of morale and welfare programs);
2. Proprietary knowledge (selection of offerings is based on needs of CF personnel and their families);
3. Privileged access (exclusive presence of NPP on CF facilities); and
4. Brand recognition (the brands “SISIP FS”, “CANEX”, and “PSP” are well known in the military community).

### Weaknesses

1. Public resources (often inadequate for program delivery);
2. Service delivery model (Complex and not customer relationship oriented);
3. Morale and welfare programs and NPP often misunderstood internally and externally;

### Opportunities

1. Strengthen relationships with non-public funds employees and authorized patrons;
2. Expand and penetrate market;
3. Exploit customer relationship management (CRM);
4. Exploit technology; and
5. Offer new products.

### Threats

1. Risk to stable funding; and
2. Lack of understanding of legal status of NPP and role of CFPSA.

## CFPSA Strategy

For more than a century in Canada, Non-Public Property (NPP) has been used to deliver Morale and Welfare (MW) programs to military personnel and their families. In the federal government public administration realm, NPP operates under a distinct and unique accountability framework that is often misunderstood internally, and externally by government officials who are unaware of its specific mandate, crucial role, and inherent limitations.

Today, NPP continues to play a critical role in support of the operational readiness and effectiveness of Canadian Forces by adhering to a few well-tested principles now articulated in the CFPSA strategy as follows: *“NPP represents a unique value proposition for CF personnel and their families that acknowledges the requirement to make tradeoffs when offering tailored programs and activities through an integrated service delivery framework in an environment that builds on existing strengths and promotes continuous improvement to meet the changing needs of customers”*.



### Unique value proposition

In accordance with Treasury Board Minute 689194, “a reasonable level of goods, services and recreational facilities should be available to Canadian Forces personnel in their areas of service. Where those levels of goods, services and recreational facilities are inadequate, the Department’s responsibility as an employer to ensure their availability where practical and desirable may be discharged through a system of non-public fund organizations”.

In light of the responsibilities assigned to CFPSA in support of MW Programs, the CFPSA unique value proposition is defined in accordance with the following four principles:

- NPP and CFPSA exist only to serve military personnel and their families and to cater to the special requirements resulting from the unique lifestyle that they experience;

- NPP offers programs and activities that have features not available in the marketplace and cater to or add value to the unique requirements of the military community;
- Revenues from the business and service operations are used to support national and local MW Programs;
- To serve its authorized patrons in Canada and abroad, NPP service providers benefit from some favourable conditions:
  - Access to limited public support to ensure that a reasonable level of goods, services and recreational facilities are available;
  - Access to DND facilities;
  - Some electronic links to the Defence Information Network (DIN);
  - Knowledge of customers and their needs;
  - Focus is on the delivery of a limited range of goods and services that are tailored to the specific needs of the CF population and are readily available;

### **Tailored activities**

To meet the letter and spirit of the TB Minute, CFPSA must carefully evaluate the evolution of its lines of business and potential new initiatives to ensure that they meet the parameters set below and do not directly conflict with readily available and affordably priced similar goods and services from the private sector:

- Programs designed to meet the unique needs of military personnel and their families due to such factors as frequent postings or extended tours on deployed operations (e.g. life insurance with a war clause exemption waiver, Canadian Defence Community Banking to facilitate transition on posting, Military Family Services and Mission Information Line);
- Programs designed to provide modern conveniences close to the workplace or married quarters (e.g. barber shop, dry cleaning service, food concession, tailor, convenience store, cafeteria);
- Programs designed to complement available community offerings (community centres, recreational clubs, sports programs);
- Programs instituted at the request of the CF/DND (health promotion, deployed operations); and

- Programs designed to leverage the buying power of authorized patrons (e.g. Home Heating Program, national banking program, national discount program).



### **Tradeoffs**

By virtue of its mandate and limited resources, NPP must concentrate its efforts in areas where the local market cannot readily or effectively cater to the needs of military personnel and their families. Where possible and desirable, NPP will nevertheless endeavour to negotiate favourable arrangements with the private sector to leverage the buying power of its authorized patrons.

The service delivery models for existing and potential new lines of business must take into consideration the challenges inherent in the limited and geographically dispersed market of NPP authorized patrons. While these restrictions clearly cap opportunities for volume growth, they also represent an opportunity to become the service provider of choice for a range of goods and services specifically designed to meet the specific needs of the military community.

### **Integrated system**

Funds from revenue generating divisions are invested, spent, or distributed in support of national and local MW Programs.

Service delivery divisions offer a wide range of retail and financial services as well as personnel support programs designed to meet the specific needs of military communities in Canada and abroad.

The NPF personnel, organizations, and infrastructures provide a pool of talent, skills, and facilities that the CF tap into from time to time to address new requirements.

### **Continuity of position / consistent improvement**

Many morale and welfare programs have been around for decades to effectively address very essential requirements of the military community. With the creation of the CFPSA in 1996, the Canadian Forces have concentrated the overall national responsibility for the management of the various programs, services, and activities under one umbrella while respecting the need for locally controlled base, wing, or unit programs.

The normal rotation of military personnel into key leadership positions in National Defence Headquarters and in the field continuously challenges CFPSA and NPP to adapt to new circumstances and perspectives. At the same time, the Staff of the NPF, Canadian Forces has a responsibility to help military leaders responsible for the delivery of morale and welfare programs through their transition by providing sound information and advice.

## **V - Strategic Issues and Core Strategies**

### **Context**

CFPSA continues to deliver a very wide variety of MW programs and activities in Canada, Europe, and on deployed operations. The sources of funding and the service delivery model have evolved over decades and can be quite complex. The fact that some activities take place in the very “unique” and often misunderstood NPP accountability framework can be confusing.

To ensure that CFPSA is closely aligned with the administration and culture of the public organization that it supports, the CF leadership has directed that CFPSA review the NPP accountability framework to ensure that policies and procedures reflect the spirit of Public regulations with a view to adopting Public provisions where practicable.

The promulgation of Canada’s International Policy Statement with its Defence Section, and the implementation of the CDS’s vision for the structure of the CF, will likely trigger some changes and the requirement for CFPSA and NPP organizations to adjust accordingly.

Directorate Quality of Life (DQOL) surveys of CF personnel and observations by our staff clearly show that the characteristics of our authorized patrons and the environment in which we all function is rapidly changing. The nature of the MW programs and the service delivery model will have to continue to evolve to meet the needs of CF personnel and their families.

## Issues & core strategies

### PSP:

- Deployed operations. Much progress has been made since 2000 when NPP was invited to deploy personnel in support of overseas missions. Given the likelihood of our continued participation, CFPSA needs to institutionalize NPP's ability to deploy (training modules, scales of issue, SOPs) to reach an appropriate level of operational readiness and effectiveness in support of potential new assignments;



- Partnership with CF. There are still misconceptions about NPP's role in support of the Canadian Forces. There is a need for continued dialogue and education to ensure that NPP and the CFPSA are fully accepted as part of the Defence Team;
- Relationship with Base/Wing Commanders. The Service Level Agreements (and in the case of Military Family Resource Centres, the Memoranda of Understanding) for the provision of Personnel Support Programs at Bases and Wings are providing much clarity with respect to respective roles and responsibilities. CFPSA will consider incorporating provisions regarding CANEX, SISIP FS, HR, and Finance into parallel or existing SLAs;

- Range of programs and services. NPP must increase its ability to quickly understand the needs and expectations of military personnel and their families and to facilitate access to the required programs and services;



#### SISIP FS:

- Financial programs. In a competitive environment, SISIP FS must periodically review its lines of financial products and services to ensure that these meet the needs of military personnel and their families. SISIP FS will continue to examine products and services to optimize the support to the military community while continuing its financial success;
- Re-insurance. Some important agreements need to be periodically renewed to ensure that SISIP FS customers continue to enjoy the insurance coverage and pricing advantages that they currently enjoy;
- Internal processes. While it is proud of its customer service track record and ability to react to the needs of military personnel and their families in times of need, SISIP FS intends to research options to modernize some of its back office internal processes with a view to improve efficiency and customer service.

#### Human Resources

- HR Harmonization. CFPSA will carefully examine all the options to harmonize its policies with the Public Service and to tap into the programs and services offered to DND employees while ensuring that HR policies are coherent and well integrated. It must be recognized however, that the Staff of the Non-Public Funds, Canadian Forces, is a separate employer; a fact that brings with it unique requirements.

- Support to operational divisions. HR needs to continue to develop certain of its operational goals based on the strategic goals of the operational divisions as appropriate;
- Achievement of the Top 10 HR priorities as set by the NPP BoD in January 2004 on a timely and effective basis. These include the provision of LR training, and facilitation and assistance with the CFPSA's corporate efforts to implement programs in the following areas and ensure compliance with all applicable laws and regulations:
  - Occupational Health and Safety;
  - Employment Equity; and
  - Official Languages.

## CANEX

- CANEX value proposition. The availability of goods and services tailored to the needs of the military personnel and their families and CANEX's financial contribution to CF MW programs must be well communicated to the CF community.
- Viability of operations. There is a requirement to evaluate existing and potential new lines of business to ensure the viability of CANEX operations in the context of the CF Transformation initiative;



## CFO

- Cost control. The cost of delivering a wide range of MW programs is now consolidated and therefore much more visible. NPP must ensure that all programs are managed very effectively and efficiently;
- NPP success story. In addition to the stellar performance by SISIP FS and CANEX, we need to continue to remind DND and the CF that the Public has saved \$100M + since CFPSA/PSP was entrusted with the delivery of physical fitness and recreation programs;
- Education. Although much progress has been made in recent years, efforts are still hindered by the delays in updating CFP 110 and VCDS 3/96;

## IA&R

- Education challenge. We need to establish a solid framework of up-to-date policies and training vehicles to ensure that that NPP is well understood given the turnover in key CF positions.
- Operational risk management. While divisional strategies are in place, we need to dedicate more attention to this area to ensure that we are optimizing measures to safeguard assets and implement a solid Loss Prevention program.
- New Audit Strategy. Treasury Board's objective of significantly strengthening the internal audit function in government departments and Crown agencies, issued in October 2005, is reflected in a CRS Statement on Audit (January 2006). In keeping with these initiatives, IA&R and the NPP Audit & Accountability Committee will embrace as much as practical the direction being taken in the Public sector.

## CEO

- Staff of NPF, Canadian Forces. The effective delivery of morale and welfare programs depends on a well trained and managed workforce. We also need to be able to deal effectively with "people issues" and succession planning challenges.
- Mandate. In terms of management and financial administration, CFPSA will seek and capitalize on opportunities for greater economy, efficiency, and synergy with DND.
- CF and HR Transformation Initiatives. These major departmental re-organizations offer the opportunity to confirm the position of NPP and to optimize the delivery of morale and welfare programs in support of domestic and international operations.

- Evolution. From time to time, well tailored new programs, services and activities will have to be developed to meet the changing needs of the military community and others that no longer fit or meet those needs will have to be phased out.
- Investment Committee Governance. The Investment Committee is leading a governance review for the Canadian Forces Central Fund (CFCF) with the view of establishing an appropriate governance structure that is consistent with the mandate of the CFCF, the investment income needs, capital structure and fiduciary obligations.

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## VI – Strategic directions & divisional goals and objectives

### **Strategic Direction # 1 - Education and Communications**

**Promote a sense of identity and support for NPP on the part of members, their families, and senior decision makers by fostering an understanding of the unique nature and role of NPP.**

CEO

- Maintain and expand the education program on NPP through opportunities such as:
  - Briefings to selected GoC officials (e.g. TBS, DoJ);
  - Presentations to newly appointed BComd & BCWO, Staff College, ALOC, and major conferences sponsored by ECSs and NDHQ Group Principals with particular emphasis on those responsible for the legal, infrastructure management, and comptrollership functions; and
  - Information sessions or packages on NPP in the CF Officer and NCM professional development modules and in select classification training.
- Canadian Defence Community Discount (CDCD):
  - Develop and launch CDCD program;
  - Raise awareness of and goodwill toward NPP from CF members and their families while providing corporate Canada a venue to demonstrate their support of Canadian military.
- Maintain and improve two-way communications with:
  - ECSs and NDHQ Group Principals; and
  - B/W Comds & COs and their staff.
- Ensure that NPP staff and management understand the unique nature and role of NPP through HR training, corporate video and brochures, and Apropos;
- Maintain and expand the communication program through initiatives such as:
  - CFPSA corporate video for play at CANEX retail outlets;
  - Proactive media relations program tapping into existing CF media;

	<ul style="list-style-type: none"> <li>○ Up-to-date CFPSA website including online versions of all relevant reference documents and links from DND websites; and</li> <li>○ Ready-made PowerPoint decks for field personnel for presentation to Base / Wings personnel and NPF employees.</li> </ul>
SISIP FS	<ul style="list-style-type: none"> <li>● Speak directly to 21,000 CF personnel and their families during presentations on SISIP FS insurance programs, to 11,000 on financial planning services and to 12,500 on financial counselling services; and</li> <li>● Continue to deliver a comprehensive formal financial education program to recruits, officer cadets, junior NCMs and senior NCMs.</li> </ul>
CANEX	<ul style="list-style-type: none"> <li>● Establish with Bases/Wings a clear understanding of the CANEX value proposition, emphasizing what differentiates CANEX from other services and highlighting the CANEX role in an effective CF M&amp;W program; and</li> <li>● Develop strategy and implementation plan to ensure CANEX presence, either virtual or real, at all CF locations consistent with CF/CDS transformation initiatives.</li> </ul>

PSP	<ul style="list-style-type: none"> <li>• Implement the Customer Relationship Management (CRM) project to better understand the needs of military personnel and their families and facilitate access to MW programs and activities; and</li> <li>• Ensuring consistent messaging with branding/logo applications:</li> <li>• The completion of ADM HR (Mil) funded research project to develop MPFS for CF members 55-60 years of age;</li> <li>• The continued development of the Health Promotion delivery program with special emphasis on business planning, quarterly and yearly reporting and SAV procedures and program; and</li> <li>• Develop and implement national Military Family Services Program (MFSP) promotional campaign, targeting families of CF members.</li> <li>• Develop and implement the CF WebEXPRES application to allow Fitness Coordinators and Instructors to schedule, record and report on CF EXPRES data.</li> <li>• In cooperation with Bases/Wings, continue to deliver the CF Physical Fitness Program IAW CF guidelines.</li> </ul>
FI	<ul style="list-style-type: none"> <li>• Manage NPF Internet and Intranet (CFPSA.com; My CFPSA.com; SISIP.com; CANEX.ca; Community Gateway); and</li> <li>• Production and Distribution of Financial Statements;</li> <li>• IM/IT support to CRM</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Maintenance of LR Training Program for Management. Partnership with CFLA on Training program for HQ Senior Staff on legal framework for NPP; and</li> </ul>
IA&R	<ul style="list-style-type: none"> <li>• Provision of NPP Annual and Long Range Audit Plans with explanation of associated risk assessment and prioritization methodology</li> <li>• Annual year-end VP IA&amp;R Report to NPP Audit &amp; Accountability Committee</li> <li>• Specific Audit &amp; Review Reports tailored to the requirements of audit clients and key stakeholders</li> </ul>

**Strategic Direction # 2 - Human Resources Harmonization**

**Provide the Staff of the NPF, 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.**

CEO	<ul style="list-style-type: none"> <li>• Training - Harassment Prevention &amp; Resolution</li> </ul>
SISIP FS	<ul style="list-style-type: none"> <li>• Provide in-depth occupational training to new SISIP FS employees, facilitate the ongoing training requirement to maintain SISIP FS personnel professional designations and provide training support to personnel during the SISIP FS annual national Kick Off conference.</li> </ul>
CANEX	<ul style="list-style-type: none"> <li>• Implement new business model, with associated management structure and supporting accountability processes; and</li> <li>• Identify impact of business model on operational level management, provide detailed training for outlet managers and customer service/product knowledge training to store employees.</li> </ul>
PSP	<ul style="list-style-type: none"> <li>• In concert with DGHS, the completion of core competencies training with all PSP Health Promotion Directors and Managers;</li> <li>• Implement an enhanced Deployed Ops training program for CFPSA;</li> <li>• Implement the PSP Succession Plan; and</li> <li>• Provide national and regional training opportunities for key MFSP stakeholders.</li> </ul>
FI	<ul style="list-style-type: none"> <li>• Provide enablers:             <ul style="list-style-type: none"> <li>• Human Resources Management Information System (HRMIS);</li> <li>• Applications development / maintenance;</li> <li>• Pay services – ensure NPF employees are paid accurately and on time;</li> </ul> </li> </ul>

HR	<ul style="list-style-type: none"> <li>• Initiate review of HR programs and policies to ensure that, except where excluded or where the “institutional requirement is truly unique, they are aligned with DND/CF;</li> <li>• Develop partnership agreements with DND/CF on Official Languages, Training &amp; Development, etc;</li> <li>• Provide Orientation and Crowning the Customer training to all new employees;</li> <li>• Ensure compliance with Occupational Health and Safety.</li> <li>• Attract, retain and motivate an NPF work force of qualified employees that is inclusive of the four designated groups and representative of the Canadian labour market, by creating a workplace that embraces diversity.</li> </ul>
IA&R	<ul style="list-style-type: none"> <li>• Promote IA&amp;R workshop and focus group capability to operational managers in support of efforts to improve HR aspects of NPP Programs.</li> <li>• Promote the use of IA&amp;R’s anonymous voting technology (<b>Option Finder™</b>) as a decision support tool for managers when faced with determining prioritization of initiatives, measuring focus group opinions, or seeking anonymous feedback from group participants in most any situation.</li> </ul>
<p><b>Strategic Direction # 3 - <u>Market Penetration</u></b></p> <p><b>Develop initiatives that increase service levels to current authorized patrons.</b></p>	
SISIP FS	<ul style="list-style-type: none"> <li>• Adapt the design and delivery of financial services and products to the needs of the CF community to contribute to the Morale and Welfare, and to the operational effectiveness of the CF;</li> <li>• Rationalize the delivery of financial planning services and grow the customer base to achieve the objective of a 10% population participation by 2008;</li> <li>• Promote the revitalized GRSP so that members of the CF community are aware of the advantages of these programs, which will assist them in the achievement of their financial goals;</li> <li>• Manage the financial counselling and financial education services as well as the CFPAF programs to contribute to the CF members’ financial wellness; and</li> <li>• Implement the NPP BOD approved amendments to the term life insurance programs.</li> </ul>

CANEX	<ul style="list-style-type: none"> <li>• Rationalize CANEX linkages/participation in Agency/Division initiatives, including Community Gateway, CRM, Kiosks;</li> <li>• Evaluate CANEX presence at current locations, in terms of impact of CF transformation, growth, mandate and CANEX “Value Proposition”, in particular infrastructure investment, right sizing of operations and potential to exploit technology; and</li> <li>• Evaluate business lines outside of traditional retail and grocery for alternative delivery.</li> </ul>
PSP	<ul style="list-style-type: none"> <li>• Implement the CRM program to help identify and communicate with authorized customers;</li> <li>• Implementation of WebExpres automated fitness evaluation system;</li> <li>• Expand “Centrepointe” Virtual Family Services to facilitate relevance and access for CF families posted to Canadian Defence Attache sites and the United States; and</li> <li>• Publish new access/membership criteria for Morale and Welfare programs.</li> </ul>
FI	<ul style="list-style-type: none"> <li>• Deliver the Group Banking Project</li> <li>• Provide enablers: <ul style="list-style-type: none"> <li>○ SISIP IT Management;</li> <li>○ CANEX SMS;</li> <li>○ Application Development / Maintenance;</li> </ul> </li> </ul>
HR	<ul style="list-style-type: none"> <li>• In consultation with other Divisions, develop HR strategies, programs and policies to contribute efficiently and effectively to the achievement of divisional business goals;</li> <li>• Ensure compliance with Official Languages Act – serving the CF community.</li> </ul>
IA&R	<ul style="list-style-type: none"> <li>• Contribute to on-going development of CFPSA Organization Risk Management program (ORM) thereby enabling the application of due diligence in the development of internal controls appropriate to market penetration initiatives.</li> </ul>

#### **Strategic Direction # 4 - Financial Security**

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

Corp	<ul style="list-style-type: none"><li>• Reduce NPP expenses through the pursuit of synergy, economy, and efficiency by:<ul style="list-style-type: none"><li>○ Capitalizing on opportunities to access services, support, and tools offered by the Public;</li><li>○ Seeking Public funding for costs generated by the Public;</li><li>○ Reviewing the CFPSA structure within emerging military HR construct;</li></ul></li><li>• Ensure that MW programs and activities evolve with needs of CF personnel and their families;</li></ul>
SISIP FS	<ul style="list-style-type: none"><li>• Continue financial success to contribute financially to improve the Morale and Welfare of the CF community and the operational effectiveness of the CF.</li></ul>
CANEX	<ul style="list-style-type: none"><li>• Develop infrastructure plan, taking into consideration re-capitalization and expectations of the overall M&amp;W program, to support a longer term view of business opportunities and requirements; and</li><li>• Right size current business and infrastructure by location to meet “today’s and the emerging” market.</li></ul>
PSP	<ul style="list-style-type: none"><li>• Monitor C/MFRC quarterly expenditure reports and reassign identified surplus resources.</li></ul>

FI	<ul style="list-style-type: none"> <li>• Maximize CFCF Investment Revenue within risk parameters: <ul style="list-style-type: none"> <li>○ Manage the CFCF Investment Portfolio;</li> <li>○ Support activities of the CFCF Investment Committee;</li> </ul> </li> <li>• Protect NPF Assets: <ul style="list-style-type: none"> <li>○ Manage the Consolidated Insurance Program; <ul style="list-style-type: none"> <li>▪ Manage Property Insurance;</li> <li>▪ Manage Commercial Liability Insurance;</li> <li>▪ Manage Automobile Liability Insurance;</li> <li>▪ Manage Miscellaneous Liability Insurance;</li> </ul> </li> <li>○ CIP Insurance Coverage for Reserve Force NPF Activities;</li> <li>○ New Client Initiatives: <ul style="list-style-type: none"> <li>▪ Regularize Museums</li> <li>▪ Regimental Funds</li> </ul> </li> <li>○ Education Awareness Program;</li> </ul> </li> </ul>
HR	<ul style="list-style-type: none"> <li>• In consultation with other Divisions, develop HR strategies, programs and policies to contribute efficiently and effectively to the achievement of divisional business goals;</li> </ul>
IA&R	<ul style="list-style-type: none"> <li>• Contribute to on-going development of the CFPSA Organization Risk Management (ORM) program whereby ORM may effectively be applied in the development of revenue-generating opportunities.</li> </ul>

**Strategic Direction # 5 - Refine NPP Accountability Framework**

**Refine NPP Accountability Framework to reflect direction contained in CDS Guidance and CDS Direction.**

Corp	<ul style="list-style-type: none"><li>• Ensure adherence to Public accountability framework by:<ul style="list-style-type: none"><li>○ Conducting a review of the CFPSA Public funding allocation and providing recommendations as to the categories of expenditures that should be administered in the NPP framework ; and</li></ul></li><li>• Develop &amp; document the NPP accountability framework by:<ul style="list-style-type: none"><li>○ Implementing a NPP Delegation of Authorities;</li><li>○ Developing expenditure management policies and procedures and ensuring that good comptrollership practices are maintained; and</li><li>○ Promulgating NPP contracting policy and guidance.</li></ul></li></ul>
SISIP FS	<ul style="list-style-type: none"><li>• Implement NPP Delegation of Authorities; and</li><li>• Follow NPP contracting policy and guidance.</li></ul>
CANEX	<ul style="list-style-type: none"><li>• Continue to ensure a management culture of professionalism, strong work ethic and cost consciousness that is focused on ensuring best value for our customers and sound return for the betterment of the overall M&amp;W program;</li><li>• Initiate CANEX Policy and Procedures review with the view to facilitate training and enhance operational internal controls.</li></ul>
PSP	<ul style="list-style-type: none"><li>• Finalize the development and trial implementation of strategy to measure family wellness and C/MFRC performance; and</li><li>• Co-ordinate the completion of a revised CFP 110/VCDS 3/96 with DQOL and publish required Morale and Welfare/PSP policies</li></ul>

FI	<ul style="list-style-type: none"> <li>• Implement CDS Delegation of Authorities for Financial Administration of NPP</li> <li>• Support Development of NPP Contracting Policy</li> <li>• TB Submission of Transfer of NPP to Crown Public;</li> <li>• Provide enablers to: <ul style="list-style-type: none"> <li>○ Provide all required NPF financial services;</li> <li>○ Provide all required NPF accounting services;</li> <li>○ Provide current and effective accounting policies and procedures;</li> </ul> </li> </ul>
HR	<ul style="list-style-type: none"> <li>• Implement NPP Delegation of Authorities; and</li> <li>• Follow NPP contracting policy and guidance.</li> </ul>
IA&R	<ul style="list-style-type: none"> <li>• Contribute to effective corporate governance by way of independent objective advice and consultancy on the NPP Accountability Framework and its application to operational and financial issues.</li> </ul>

Note:

This Strategic Plan identifies a corporate strategy, concerns and challenges to be addressed, strategic directions to focus efforts, and finally divisional goals and objectives. The document provides a “road map” that will guide managers in the expenditure of allocated resources. Divisional Business Plans are now better aligned with the Strategic Plan and any funding shortfalls will be addressed through the normal Business Planning cycle. Expenditures in support of major initiatives will also be subject to the approval of the NPP BoD.