

Introduction

Effective morale and welfare programs contribute to the operational readiness and effectiveness of the Canadian Armed Forces (CAF) and encourage stability and retention. Notwithstanding the services and programs provided by various organizations, including Canadian Forces Morale and Welfare Services (CFMWS), the morale and wellness of our soldiers, sailors, airmen and airwomen must be one of the top priorities of every leader throughout the CAF and your support of these programs and services is imperative.

CFMWS is the morale and wellness services provider for the CAF. The organization is composed of several business areas, which operate as a social enterprise, generating revenues that are reinvested into the provision of programs and services that benefit CAF members, former members, and their families.

The CFMWS operating framework integrates public and Non-Public Property (NPP) resources into a seamless morale and wellness program delivery stream. Many morale and wellness programs such as fitness, sports, community recreation, messes, deployment support, health promotion, as well as the spectrum of military family support programs, are provided as an Alternative Service Delivery (ASD) by CFMWS, on a cost recovery basis.

With the adoption of *Strong, Secure, Engaged*, the Government of Canada is investing \$198.2 million in a revamped “Total Health and Wellness Strategy.” The strategy’s focus on increasing health and resilience in the CAF, promoting a culture of healthy behaviour, and improving support to military families, is well-aligned with every aspect of CFMWS’s mandate.

I have appointed the Director General Morale and Welfare Services (DGMWS), within Military Personnel Command (MPC), as the Managing Director Non-Public Property. The DGMWS assists with the management and oversight of all NPP assets and other resources, programs, and activities. Commanding Officers (CO) are responsible through their chain of command and the DGMWS, in his capacity as Managing Directors NPP, to me for the effective governance of Base / Wing / Unit funds.

The following section details important information about the management of NPP and the main morale and wellness dimensions, as they pertain to COs of Bases / Wings / Units: services for military families, promoting physical, social and mental health, helping families save money, building a sense of community, and assistance in time of need.

Non-Public Property (NPP)

As COs, you are entrusted with NPP, including Non-Public Funds (NPF), in support of morale and wellness programs for the CAF Community.

The National Defence Act (NDA) (sections 2 and 38 to 41) establishes NPP as a unique type of Crown property, assigns its governance to the CDS, and establishes its purpose to provide benefit to serving and former members of the CAF and their families. Essentially, NPP operations are much like a cooperative, with revenues from the many varied activities, such as messes, special

interest activities (SIA), CANEX and SISIP Financial, being retained as NPP to provide programs and services.

The NPP accountability framework is different from that of the Public. The NDA specifically states that “The Financial Administration Act (FAA) does not apply to non-public property” thereby establishing a separate and distinct accountability framework for NPP. The NDA provides that NPP can only be used for the benefit of officers and non-commissioned members or former members or their dependants and for any other purpose designated by the CDS. The NDA vests NPP with the CDS and COs.

I have established a comprehensive NPP accountability framework that ensures the effective exercise of the CDS and commanding officers’ fiduciary responsibilities. The NPP accountability framework reflects the requirements of Canadian Generally Accepted Accounting Principles (GAAP) and reflects the principles of prudence and probity upon which the Government of Canada public accountability framework is based.

I have issued a comprehensive delegation of financial signing authorities and NPP policies as principal elements in the accountability framework. I have established a national NPP accounting system which applies to all NPP programs, activities and funds, unless specifically exempted by policy.

To ensure that those entrusted with the management of NPP are provided with the training required to effectively discharge their NPP responsibilities, CFMWS has developed two NPP Certifications for the financial administration of NPP: the *Fundamentals of NPP* and the *NPP Financial Delegated Authorities and Contracting*. COs are required to complete the *Fundamentals of NPP* Certification which provides an overarching awareness of NPP. It is the certification standard upon which delegated signing authority from the Managing Director NPP (DGMWS) will be granted to you, as Base / Wing / Unit Commanders who have a Base / Wing / Unit fund. This Certification is available through the Defence Learning Network (DLN): via the DWAN at: <http://dln-rad.mil.ca> and via the internet at: <https://dln-rad.forces.gc.ca>.

As the Chair of the NPP Board, I approved the “NPP Strategy 2017-2020.” The main effort in this NPP Strategic Plan is to ensure that CFMWS will design and deliver best-in-class programs and services. In addition, there are three supporting directives that are:

- a. CFMWS will implement a sustainable, risk-managed resource strategy in order to grow and diversify revenue generation, manage costs and best leverage both NPP and public funding frameworks;
- b. CFMWS will continuously reinforce our capability and credibility as the MW provider of choice to our community; and
- c. CFMWS will acquire, develop, retain and manage their staff effectively.

Key Considerations for COs and Their Leadership Teams

Use of NPP. NPP is to be used exclusively for NPP beneficiaries and is not to be used to backfill Public responsibilities. Pursuant to the NDA, the NPP of each unit or other element of the CAF is vested in the CO of that unit or element of the CAF.

Base / Wing / Unit Funds. These have been established at every Base / Wing / Unit within the overall NPP accountability framework and provide the oversight and structure for operating a wide variety of local committees, NPP programs, events and activities. With the exception of messes, museums, SISIP Financial and CANEX, all NPP activities at a Base / Wing / Unit are managed and accounted for, through, or as a subsidiary to the Base / Wing / Unit Fund.

Security of NPP. QR&O 202.03, CFAO 202-2, and National Defence Security Orders and Directives (NDSOD) Chapter 5, contain the policies that are applicable to the security of Non-Public Funds. COs are to ensure that the same safeguards are implemented for the security of NPP as for Public funds.

CANEX Right of First Refusal. The NDHQ Action Directive 8/89 (D8/89) provides that CANEX shall include all NPP re-sale activities including, but not limited to, department store type merchandise, grocery, food services, vending, petroleum, and special services except: messes, recreational clubs, kit shops as authorized under the PSP Policy Manual and other institutes specifically excepted by DG Personnel Services (now DGMWS). Other than these exceptions, the NDHQ Action Directive D8/89 provides that CANEX has the right of first refusal for any new NPP re-sale and consumer service activities contemplated at any Base / Wing / Unit location.

Unregulated Activities and Internal Competition. In January 1998, the CDS directed that all activities that take place on Bases / Wings / Units are to be conducted as part of the Defence Services Program within the Public accountability framework, or as a properly authorized NPP activity as part of a national NPP program (such as CANEX, SISIP Financial) or under the Base / Wing / Unit Fund, mess or museum and accounted for within the NPP accountability framework. Any other activities were to cease (e.g. Unit canteens). At the same time, the CDS directed that internal NPP competition was to be minimized; that is, NPP entities were not to establish programs and activities in competition with other, existing local or national NPP programs and activities.

Base / Wing / Unit NPP Representational Expenses. The Base / Wing Commander may authorize the use of Non-Public funds to meet obligations to represent the department, the command, or the base provided that:

- a. the expenditure is such that it does not qualify for reimbursement from public funds;
- b. it is not an expenditure listed below under Alienation of NPP, except that items of a symbolic or commemorative nature may be presented to honoured guests on occasions of special significance; and
- c. the cumulative amount does not exceed the maximum for an NPP fiscal year determined by DGMWS, in his capacity as Managing Director NPP.

Alienation of NPP. Alienation of NPP means the transfer of ownership of NPP to another party so that the property is no longer NPP. The NPP of the Base Fund shall not be alienated as gifts or donations to private or public institutions, for testimonials or gifts, to relieve an officer or NCM of his/her personal responsibility for loss or damage to NPP, for national appeals for financial assistance or for the provision of anything connected with religious services. In sum, NPP shall not be used to meet Public shortfalls nor for non-NPP beneficiaries.

Senior Executive Appointment Grant. Local Commanders have access to NPP resources through their own Base funds for morale and welfare purposes. The Senior Executive Appointment (SEA) Grant provides the senior appointments (who have no other access to NPP funds) with modest NPP resources to meet similar requirements. The SEA Grant can be used as a means to fund Representational Expenses. The SEA Grant is funded through the CFMWS.

Annual NPP Letter of Attestation. To complete the accountability cycle, Base / Wing Commanders responsible for the governance of local NPP are required to submit an Annual NPP Letter of Financial Management Attestation to DGMWS.

Branch / Regimental or Group Funds. These funds are NPP activities whose operations are governed by policies and orders promulgated by the CDS IAW the NDA, Sections 38 – 41. Kit shops, only as authorized IAW the PSP Policy Manual, may exist outside the CANEX NPP resale activities. The accounting for branch, regimental and group funds and property, including kit shops, shall be IAW the procedures in the PSP Manual chapter 10-4.

Provision, Serving and Consumption of Alcohol. IAW the PSP Policy Manual, the CO of a Base / Wing / Unit or other element of the CAF shall establish and promulgate orders governing the times, locations and conditions for the introduction, serving and consumption of alcohol at their facilities and functions. The objectives of these orders shall be to:

- a. promote responsible attitudes and practices to avoid or reduce domestic or social problems and the adverse effects on health and work performance associated with immoderate use of alcohol; and
- b. ensure that all reasonable steps are taken to avoid contributing to injury or death resulting from the consumption of alcohol served at CAF facilities or CAF-sponsored functions.

This applies to all CAF facilities and functions including, but not restricted to: messes, CANEX lounges and restaurants, special interest activities and facilities (e.g. golf clubs, curling clubs), social centres, DND armouries, section parties, farewells, and other ad hoc occasions whether held on DND property or elsewhere. It should be noted that all bar operations should be operating at a profit, or at worst, a break-even margin to remain open.

CFMWS PRIORITY AREAS



Services for Military Families

The CAF cares deeply about families, and the *Strong, Secure, Engaged* defence policy has provided a framework for that commitment. Stable, resilient, and effective military families enable an operationally effective and sustainable military force. The CAF will always be focused on executing the military operations asked of it in defending Canada and Canadian interests; however, people must be a priority and families are an essential part of the CAF community enabling current and future success of CAF operations.

The unique circumstances of military family life are both rewarding and challenging. Though their contribution is not as visible as that of uniformed members, Canadian military families serve the nation, and their service almost always involves significant sacrifice.

Military Family Services (MFS) is a CFMWS Division whose mission is to contribute to the well-being of CAF families, enabling a mission-ready force that protects Canadians and Canadian interests across the country and around the world. A number of guiding principles help translate the MFS mission and values into tangible outcomes that matter to military families. These principles dictate that support to military families will be: family centred, operationally focused, integrated with communities and soundly stewarded.

Under MFS and the MFS Program, families have access to programs and services in person, by phone, and online. These services and programs range from deployment support, spousal employment, family and couples counseling, children and youth programming, psychoeducation and mental health intervention support, benefits and guidance counselling to support children's education, child care access, as well as community integration, including second language training. These are designed to mitigate the unique stressors of military life caused by frequent relocation, recurring separations and absences, and the risk of the profession of arms.

MFS also oversees the delivery of the Veteran Family Program for medically releasing CAF members and medically released veterans and their families to ease the transition to post-service life.

Service Approaches

Military Family Resource Centres (MFRC) – 32 Centres are located on Bases / Wings in Canada and offer bilingual services and programs based on the needs of the community. Services and support are also provided in the US and Europe by MFS. MFRCs are family-governed, federally-funded, not-for-profit partner organizations with charitable status, who work in partnership with MFS, the local chain of command and community partners to deliver core programs mandated by the Military Family Services Program (MFSP).

Children’s Education Management (CEM) - Manages the overseas schools for members of the CAF to ensure that their dependent children obtain a similar quality of education regardless of the province or country they may be posted to. Guidance counselling services to facilitate transitions between different school systems are also available to Canadian military families.

PSP Community Recreation Centres - Located on Bases / Wings and as part of missions in Canada and Europe, offer recreation programs, events and clubs based on the needs of the community. PSP Community Recreation Centres offer programs and clubs for all ages as well as social networking events to continue to build on the military community’s health strength and resilience.

Family Information Line (1-800-866-4546) – Offers bilingual information, referral and crisis support counseling 24/7. This service is confidential, anonymous, and staffed by professional counsellors.

CAFconnection.ca – A bilingual web portal to national MFS and PSP services and all MFRCs for local information. The site provides useful, general information for and about Canadian military families.

#MyVoice – The CAF recognizes that family members have the experience and capacity to offer valuable insight into how institutional policies affect families. #MyVoice is an ongoing consultative engagement with families. The purpose is to collect feedback from families, consolidate issues and serve as an ongoing source of information and referral to internal subject matter experts throughout the CAF. It has also proven to be an effective tool for CAF leadership to engage directly with families as special guests or Subject Matter Experts on a particular topic. More about #MyVoice can be found on the CAFconnection website at www.CAFconnection.ca.

Promoting Physical, Social, and Mental Health

The physical fitness of our soldiers, sailors, airmen and airwomen is an essential and critical component of operational readiness and of military duty and leadership in general. Beyond our legal obligation to ensure the operational fitness of the CAF, we also have a moral responsibility to support the health related fitness of our personnel, throughout their careers and beyond. This engagement is a clear illustration of our commitment to Mission First, People Always. The new CAF Fitness Profile is just one example of how we are meeting these obligations, by broadening the Force Evaluation to include measures of body composition and cardio-respiratory fitness.

Though the CAF Fitness Profile is a powerful tool in terms of benchmarking, goal setting and reporting, it is important to emphasize that it remains an annual assessment, and that the real work in enhancing fitness happens throughout the year. Key to attaining the high levels of physical fitness necessary for today’s deployed operations is a reaffirmation of a “culture of fitness” across

our Canadian Armed Forces. Although we currently benefit from outstanding fitness facilities, professional physical educators, health promotion staff, and well-researched programs, recent fitness and health trends of many of our units and members leave much to be desired.

It is the responsibility of CAF leadership to embrace fitness personally, to promote optimum levels of fitness and health for all CAF personnel, and to facilitate the achievement of those levels. Leading by example is an essential responsibility of all supervisors, as it has been shown that being a fitness role model is directly linked to the physical activity habits of subordinates. In support of this effort, physical education modules for leadership and training courses have been developed, CAF fitness policies have been updated, incentive programs, standards and objectives are being re-examined, sports programs are being revamped, health promotion programs have been implemented, and reporting procedures have been re-introduced. The upcoming CAF Physical Performance Strategy will provide bases and wings with baseline information and tools to address fitness at the local level.

Enhancing the physical activity patterns of CAF members and achieving the health/performance benefits that are inherent in these changes will take some time. There are no short-term solutions that will produce a lasting impact. However, to produce the desired effect, the active engagement of all CAF leaders must begin immediately. I expect commanding officers to do what is required to optimize levels of fitness by contributing to fitness issue discussions and by actively supporting fitness policy decisions.

By reinforcing a more complete integration of families through recreation programming, there is a profound impact on the CAF's operational capability. A family that is committed to physical activity will have a stronger influence on the individual CAF member's lifestyle, choices and commitment to fitness training.

Chief of the Defence Staff Guidelines on Physical Fitness

To successfully affect a health behavior, it is important to address elements beyond the individual level. In fact, to increase one's chances of adopting and maintaining an active lifestyle, we must address barriers and facilitators at the individual level, inter-personal level (family and friends), the Base / Wing / Unit level, the command level and the CAF-wide level. Studies show that CAF personnel who work on bases and wings with a stronger culture of fitness (i.e. more supportive policies and facilities) are more likely to report being active. For this reason, it is essential that commanders consider the following elements in order to promote fitness:

Leadership: Provide fitness leadership at every level in your respective units. This must include leading by example, helping subordinates get fit, and enforcing fitness policies;

Motivation: Provide all your personnel with a very powerful incentive to achieve and maintain their physical fitness. Focus on providing incentives that reward success instead of punishing failure; and

Facilitation: Adapt your unit working environment to make it easier for all your members to make the daily choice of improving or maintaining their physical fitness. Recognize that a variety of fitness training regimes can be employed to attain your unit's fitness aims.

These fundamental concepts are supported by the following selection of fitness guidelines to establishing a culture of fitness:

- a. It is imperative that the requirement for regular fitness training is respected and applied. As COs, you will be in a position to facilitate this requirement for all your personnel;
- b. Seek out every opportunity for CAF members to include exercise in their work routines. The mantras of “fitness on your own time” or “we don’t have time for fitness” are to be eliminated. Given what we know of the power of daily fitness to increase morale, reduce stress, and improve work performance, it is incumbent upon us to be innovative in our approach when a formal fitness routine is impractical;
- c. Seek out every opportunity to promote and reward healthy physical activities and fitness practices;
- d. COs’ active involvement in fitness programs and their visible success on fitness evaluations is critical to convincing the CAF member that physical fitness is a shared value in the organization;
- e. A group fitness programs approach is preferred. Although the merits of individual programs are well known, where possible consider training as a group to derive the benefits of esprit de corps, control, and monitoring;
- f. A group / unit fitness evaluations approach is required. Doing your evaluations as a group has the potential to motivate higher levels of fitness achievement and reduce administration;
- g. Do not focus all fitness programming effort on making the fitness standard, but rather, emphasize the additional health benefits of living a positive active lifestyle. Simple adherence to a minimum physical fitness standard is only a building block in a systematic approach to effecting cultural change;
- h. Seek variety and progression in fitness training programs employing cross training where possible;
- i. Continuous education of staff, leadership and personnel on a healthy lifestyle and fitness practices as well as how to exercise safely are imperative. Consult with local PSP fitness, health promotion and recreation staff for assistance;
- j. Do not turn a blind eye to obesity. Obesity is a valid indicator of current or developing health problems. We have solid evidence-based weight loss programs in the CAF, the utilization of which will benefit both our operational readiness and the health of the CAF member; and
- k. Partner with the available professional organizations and capitalize on their programs. The CFMWS Personnel Support Programs (PSP) and the Directorate of Force Health Protection’s (DFHP) Strengthening the Forces program have been specifically put in to place to help service your fitness, health and wellness needs.

Social

Social outlets for the CAF community are an essential aspect of wellness programs and often contribute to the fitness and mental health of our community. CFMWS sports and recreation programs provided through PSP combine social outlets and improve the physical fitness of CAF members.

Messes are administered on behalf of Base and Wing Commanders by CFMWS, and serve a valuable role as a meeting place for CAF members.

Specialty Interest Activities (SIAs) such as golf courses, curling rinks, marinas, cottages and campgrounds, are invaluable for keeping CAF members, former members and families active, and providing them valuable social outlets that improve mental and physical fitness, and boost morale.

In addition, MFRCs are also hubs of social activity and interaction in local communities and serve as an excellent referral resource to other local community and social programs and services.

Mental Health

In addition to physical health, programs and services that support morale and mental health are essential. CFMWS offers programs and services that promote positive mental health and resilience within the CAF community (Health Promotion, *BeneFit*, Recreation, Fitness and Sports Programs, PSP Deployment Support Ops, SISIP, MFS, Soldier On, Support our Troops) that help to prevent mental illness. Mental health promotion and intervention programs are available for individuals, families and communities.

MFRCs offer a wide variety of mental health programs and services in accordance with the Military Family Services Program, Mental Health Framework. These services range from outreach and engagement, to peer support, psychoeducation, psychosocial, and mental health treatment.

The Family Information Line also offers bilingual supportive short-term counselling seven days a week, 24 hours a day. Online mental health resources can also be found online at www.CAFconnection.ca.

Helping Families Save Money

Without a sound foundation of financial stability, it is impossible for morale and wellness programs in other areas to be truly effective. This is why CFMWS offers a variety of services to assist the CAF community optimize their financial situation. SISIP Financial provides the CAF community with tailored financial planning advice and excellent rates on their financial services. This helps CAF members ensure their financial health today, and build on that health all the way through to retirement.

The CF Appreciation program is available exclusively to the CAF community, and gives members access to a huge variety of discounts on everything from day to day purchases, all the way up to international travel and vacations. The CF Appreciation program is constantly expanding its discount partners and is continuously working to create a seamless user experience for the program online. The affinity programs such as BMO banking, known as CDCB (Canadian Defence

Community Banking), and The Personal Group Home and Auto Insurance, offer members tailored rates and packages that save them money.

PSP Community Recreation offers programming at a reduced rate and often free for the military community. Services include payment plans that make summer childcare more affordable. Recognizing the benefits of participation in sport, PSP has partnered with Canadian Tire Jumpstart program to provide financial assistance to families with children aged 4 to 18 in accessing recreation programs and equipment.

Finally, CANEX Retail outlets are always available to the CAF community, offering a great variety of products and services tailored to the needs of the community. The CANEX Credit Plan also enables community members to save money through interest free loans. Operating in many locations solely for the convenience of that community, CFMWS also provides employment for spouses and children of CAF members.

Building a Sense of Community

CFMWS supports the military chain of command by providing coordinated, consistent and effective programming for currently serving members, reservists, veterans and their families – our *One Million Strong* community.

Several activities and programs exist which help to develop a strong sense of community that, in turn, improves the total health and resilience of our members, former members, and their families. Their sense of belonging and cohesion is improved with participation in sports, community recreation and leisure activities, mess functions and Base / Wing community events.

Base and Wing Newspapers also help to maintain a strong sense of community. While following appropriate security protocols, Units should share their activities and successes in Base/Wing Newspapers and social media.

Assistance in Times of Need

The unique challenges of military life require a holistic approach to morale and wellness that addresses the variety of needs that may arise for the CAF community, including support for families, financial issues, health issues and support through frequent relocations and absences.

Support Our Troops is the charitable-like organization within CFMWS that was established to meet the unique needs and special challenges faced by members of the CAF community as a result of military service. It provides a platform to allow a range of supporters to show their care, compassion and support to the CAF community. The Soldier On Fund is a fund under the umbrella of Support Our Troops. The funding supports veterans and serving members to adapt and overcome permanent physical or mental health injury or illness through physical activity and sport.

Through the Support Our Troops Summer Camp Program, thousands of military children living with unique challenges have been able to enjoy a week-long camp experience for several years now. Support Our Troops also maintains an annual Scholarship Program whereby eligible families of currently serving members and veterans may qualify to receive financial assistance for their studies.

In addition to direct morale and wellness support, CFMWS provides great value for financial and banking services through SISIP Financial, as well as financial advice through SISIP's financial planners to keep the CAF community financially healthy.

Chief of the Defence Staff Intent Statement

Non-Public Property

I expect all COs and their leadership teams, Regular Force and Reserve Force, to be conversant with, and to manage the NPP entrusted to you IAW the NPP Accountability Framework for the benefit of its rightful beneficiaries. Non-Public Property is a unique entity vested in COs and in me, as the CDS, IAW the NDA and together we are duty bound to execute its mandate on behalf of our soldiers, sailors, airmen, airwomen, former members and their families.

For Reserve Force COs and leadership teams, I realize the challenge is much different when it comes to NPP. However, I expect you to also be the conduit between CFMWS and our Reservists, to encourage and promote morale and wellness programs and services for their benefit. In order to meet the basic morale and wellness needs of your respective Reservists, it is imperative that you become informed and understand the breadth and scope of NPP operations.

Fitness and Wellness

Let me be clear that our Canadian Forces Physical Fitness Program is not primarily about fitness testing and standards; it is about helping to set the conditions for success in operations. I am convinced that adherence to a physical fitness program will not only increase strength, energy and endurance, but also improve an individual's ability to cope with mental and emotional stresses. This is leadership business and I expect the support of leaders at all levels to ensure the CAF is fit to fight.

Military Families

The continued success of the CAF is dependent on our people and the support provided by their families, who make significant sacrifices in the service of Canada. I expect COs and their leadership teams to lead by personal example and ensure they deliver on the social contract we have with our people. I expect all Command Teams to be familiar with, and uphold the principles of, the Military Family Covenant, and to provide members with opportunities to access MFS and PSP Community Recreation programs.

While working to support the extended military family, there may not appear to be an immediate impact on the operational capability of a unit; however, it is through this support that members and their families can set the conditions for success in operations, and facilitate the retention of members over the long term. The provision of these programs allows all members to maintain a healthy work-life balance, ensure a robust family capable of supporting them during frequent periods of separation, and improve the individual member's ability to cope with mental and emotional stresses.

Building a Sense of Community

Leaders at all levels should develop partnerships with MFRCs, PSP and other community-based stakeholders to improve opportunities for participation in community events, sports, recreation and messes. COs should take every opportunity to support community events, sports, family programs and activities that involve members, veterans and their families.

Assistance in Times of Need

Commanders and COs should help identify and assist CAF members who are in need of financial assistance by referring them to local SISIP financial counsellors or the Support Our Troops website. You are also encouraged to support philanthropic fundraising campaigns and help identify donor prospects.

You are required to develop and submit annually a NPP Programs/Events Donation and Sponsorship plan to the Chief Financial Officer. When conducting fundraising events to raise funds for Support Our Troops and/or Soldier On, provide Associate VP Support Our Troops with notice of the name of the activity, the amount and source of the funds raised, by email (supportourtroops@cfmws.com). Funds may be deposited through the local NPP Accounting Office.

Responsible Organization:

The organization responsible for morale and wellness is Military Personnel Command (MILPERSCOM).

The organization responsible for Non Public Property is the Canadian Forces Morale and Welfare Services (CFMWS).

Office of Primary Interest (OPI) and Subject Matter Experts (SME)

The OPI for NPP is the Director General Morale and Welfare Services in his capacity as Managing Director Non Public Property.

The OPI/SME for “Physical Fitness Program” policy is the Director General Military Careers (DGMC) and the OPI/SME for delivery of these and other Personnel Support Programs is the Canadian Forces Morale and Welfare Services (CFMWS) Personnel Support Programs (PSP).

The OPI/SME for Military Family Services is the Director General Morale and Welfare Services and the SME for MFS is the Director Military Family Services.

Intranet Sites

www.cafconnection.ca

www.cfmws.ca

www.dfit.ca

<http://intranet.mil.ca/en/defence-admin-orders-directives/5000/toc-5023.page>