



# ***STRATEGY***

***for the***

***Canadian Forces Personnel and  
Family Support Services (CFPFSS)***

***2012 - 2017***

## **Foreword from the CDS**

Morale and Welfare services are key elements to support a first-class Canadian military that is taking on the challenges of the 21<sup>st</sup> century. For 145 years, our Canadian heritage has been built on the premise of giving something back to the nation. To meet the challenges of the future, Morale and Welfare services must be agile, flexible, deployable and technologically equipped. It must be complemented by leveraging strong alliances with commercial interests and with our allies abroad.

Non-Public Property (NPP) was established to provide benefit for its beneficiaries – namely CF members, former members and their families. As such, it assists in enabling the maintenance of individual, family and mission readiness during peacetime, in time of conflict and other contingencies. “One Community – One Million Strong” reflects that almost three percent of Canadians are NPP beneficiaries. It is a force multiplier that delivers enduring effect for CF families throughout the entire course of a career of service and beyond. Benefit is delivered through an integrated Base / Wing and dispersed service model. Embracing the concept of “One Community – One Million Strong” requires building upon the long-standing base-centric NPP service delivery model to one that supports NPP beneficiaries regardless of where they live.

The prime directive of NPP is to deliver benefit to its beneficiaries. Although it is necessary to generate revenue in order to deliver such services, those proceeds should not be excessive. In particular, all NPP revenues either allocated to or generated by local Base / Wing activities are to be fully reinvested toward supporting beneficiaries within the catchment area of the Base / Wing. The support of Base / Wing / Unit commanders is critical to fulfil this objective.

In recent times, CF personnel have fought, been wounded and, in some cases, paid the ultimate sacrifice for their nation. It is imperative that all CF members and their families continue to benefit from both Public and Non-Public services.

Most importantly, whatever the CF does in the interest of Morale and Welfare for troops and families, it must either be part of the Defence Services Program (Public) or the NPP accountability framework. As we continue to confront the modern era of Public fiscal austerity, I expect that leaders at all levels will not expend Non-Public Property to off-set Public funding reductions. To be clear, should such considerations arise, these are to be submitted to my office for approval.

In consideration of the current and future global security challenges, the need to deliver first-rate CF Morale and Welfare services has never been greater.



T. J. Lawson  
General  
Chief of the Defence Staff

## **DGPFSS Intent**

As the head of the Canadian Forces Personnel and Family Support Services (CFPFSS), it is my responsibility to administer Morale and Welfare services through Public and Non-Public mechanisms. With over 6,000 Non-Public Funds (NPF) staff on Bases, Wings, Units, and at headquarters in Ottawa, CFPFSS operates with a fundamental principle in mind: the customer comes first. In partnership with Environmental Commands, Joint Operations Command, VCDS Group, CMP and Base / Wing / Unit commanders, we will ensure that our serving and former CF members and their families receive the support that they deserve.

CFPFSS will become more relevant in the daily fabric of the military community. The Director Casualty Support Management (DCSM) and the Joint personnel Support Unit (JPSU) will continue to provide standardized, high quality, consistent personal and administrative support for all injured and ill members and former members, their families and the families of the deceased as well as transition services for all CF members proceeding to civilian life. The Chief Personnel Support Programs is developing a new Canadian Forces Fitness program and programs and services to enhance the health and fitness of the military community. The Director Quality of Life / Military Family Services is striving to overcome long-standing obstacles for military families.

This strategy aims for it to become intuitive for beneficiaries to recognize that net proceeds generated from retail sales and from the Service Income Security Insurance Plan Financial Services (SISIP FS) are returned to NPP beneficiaries. Modernization of NPP will ensure that CF members and their families experience and value the impact of NPP first-hand throughout their career and that this value transitions to retired life. To that end, this strategy will seek to redefine the branding used by CFPFSS.

A rationalization and modernization of NPP retail services will be undertaken. Today, fewer CF families live on a military installation than ever before and CANEX is not reaching all of our NPP beneficiaries. While there is a need for some continued capital investment in our company store, consideration will be given to re-profiling CANEX so as to effectively reach the full NPP beneficiary population. A proliferation of NPP "retailers", all claiming to serve the same CF community but using different "brand" names and perspectives has also occurred in recent years. This will be examined to determine whether economies of scale can be achieved.

Base / Wing / Unit / Ship Commanding Officers play an extremely important role in the welfare of NPP beneficiaries within their respective geographical catchment areas. CFPFSS will continue to support local commanders in furthering objectives that are consistent with this strategy.



Commodore Mark B. Watson  
Commodore, RCN  
Director General Personnel and Family Support Services

## **CFPFSS Vision**

To be one of the strongest Morale and Welfare organizations in the Western World.

## **CFPFSS Mission**

To enhance the Morale and Welfare of all members, former members and their families within the military community.

## **CFPFSS Values and Ethical Obligations**

As a partner in the Defence Team, CFPFSS embraces the Statement of Defence Ethics and the Staff of NPP, CF Ethical Principles Policy. CFPFSS will strive to ensure ethical decision-making and the enforcement of an ethical climate within its workspaces.

## **Strategic Context**

CFPFSS will deliver morale and welfare services using the distinctly separate Public and Non-Public accountability frameworks.

The Public accountability framework for the delivery of morale and welfare services in the CF is articulated at A-PS-110/001/AG-002. Public responsibility for NPP delivery of morale and welfare programs authorized must be accepted by the CDS acting in his NPP capacity. A-PS-110/001/AG-002 defines the morale and welfare programs and services that may be supported with Public resources and the levels of associated Public spending authority.

Beyond those services that are defined as "morale and welfare" within A-PS-110/001/AG-002, CFPFSS also provides services through the Public accountability framework such as those delivered by the Director Casualty Support Administration (DCSM) in support of members, former members, their families and the deceased.

NPP will equitably deliver benefit to its beneficiaries. Priority of service and priority of access to facilities will be afforded to serving CF members.

The comprehensive NPP accountability framework ensures the effective exercise of fiduciary NPP responsibilities. Its principal elements consist of a comprehensive delegation of financial signing authorities, a NPP contracting policy, a NPP travel policy and the NPP relocation policy. Unless specifically exempted by policy, all points of sale for NPP goods or services at CF Bases / Wings and other units must be operated within the NPP accountability framework, including all Service Clubs, and wet and dry canteens. 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.

This CFPFSS strategy will lead to the development of operational plans that are synchronized across CFPFSS Divisional lines and that use both the Public and the Non-Public Property accountability frameworks where applicable to achieve the desired strategic effects.

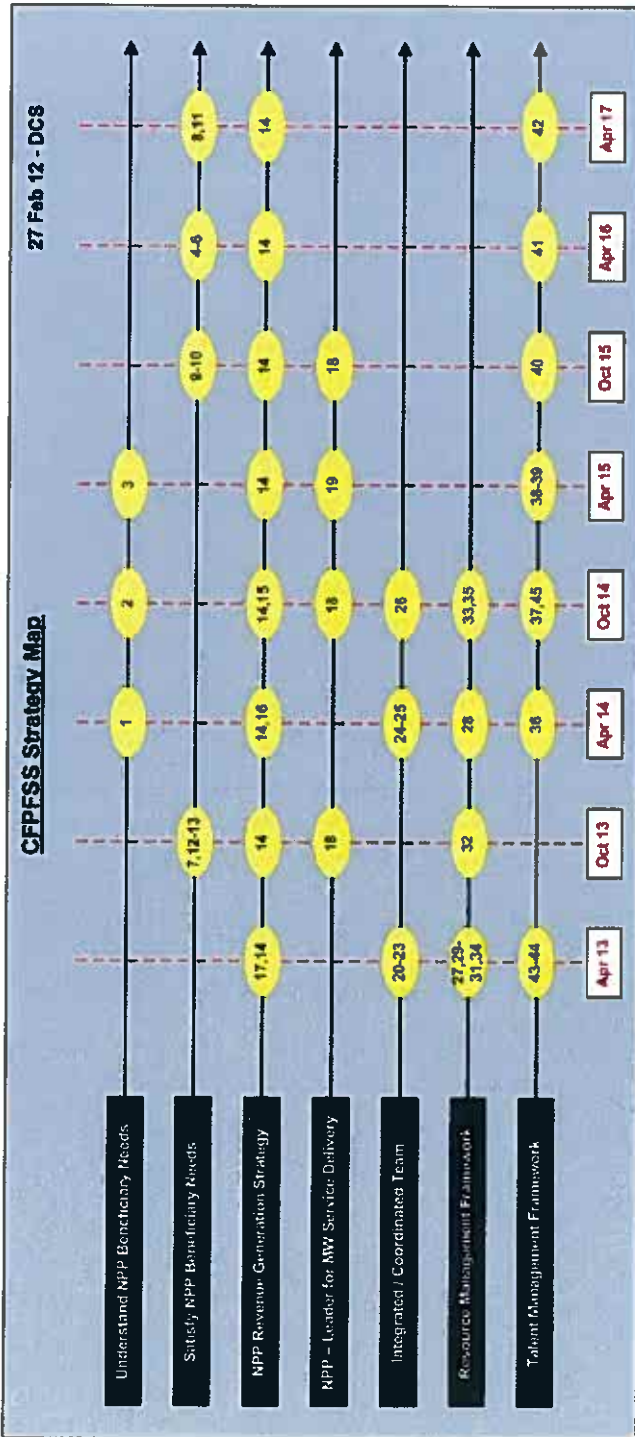
**CFPFSS Strategy**

Building upon the successes of the Base / Wing centric service model, this strategy seeks to transition to a new paradigm of service - "One Community - One Million Strong".

To achieve the vision, the basis of the CFPFSS strategic change agenda follows:

<b>Move Away From</b>	<b>Move Towards</b>
Not fully understanding the needs of CF members, former members, their families and the families of the deceased.	Engaging all to understand their unique requirements
Satisfying the needs of some of the CF members, former members, their families and the families of the deceased.	Satisfying the needs of CF members, former members, their families and the families of the deceased by offering something to everyone.
Reliance on SISIP and CANEX sales to generate NPP revenue.	A diversified NPP revenue generation plan
Inability to demonstrate that CFPFSS is the most appropriate vehicle for MW service delivery	CFPFSS is the vehicle of choice for MW services delivery
Service support silos	An integrated (coordinated) team
Inadequate asset and resource management	A robust Resource Management framework
Lack of employee recruiting and retention framework	A fully integrated recruiting, retention and talent management program

# CFPFSS Strategy Map



- Understand NPP Beneficiary Needs - 1 Million People**
1. Identify and life-cycle manage information for each NPP beneficiary from the moment during the active beneficiary status until the individual is no longer a beneficiary.
  2. Contact and obtain NPP beneficiary feedback.
  3. Measure the outcome of beneficiary contact.
  4. Build and integrated Base / Wing and dispersed service delivery models to reach all beneficiaries.
  5. Acquire and prioritize activities and resources to meet NPP beneficiaries' needs.
  6. Provide visibility for NPP beneficiaries to community and regional programs for additional help.
  7. CFPFSS will enhance its marketing and communication systems/methods to ensure maximum effect.
  8. Normally, NPP allocations to Basics / Wings / Units or programs received from vendors unless the Basics / Wing Unit is planning for a significant capital investment. This requires the accumulation of funds to sustain the long term viability of its Basic / Wing.
  9. Establish service delivery standards.
  10. Communicate how needs will be achieved.
  11. Implement and report upon a client satisfaction Performance Measurement framework to the NPP Board.
  12. Develop a plan to address the needs of the NPP Board.
  13. Provide the Transition Strategy for all CF members.
- NPP Revenue Generation**
14. Sustain and grow the CFCF as the foundation of NPP investment.
  15. Modernize NPP retail operations.
  16. Develop a long term revenue generating opportunities to sustain CFCF.
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  45. Offer the NPP retail revenue generating opportunities to sustain CFCF.
- NPP - Leader for MW Service Delivery**
18. Demonstrate that CFPFSS is the most appropriate vehicle through which to deliver MW services to the CF including in support of CF deployed operations.
  19. The public accepts, understands and values the substance of NPP and enters into formal agreements to protect the interests of both parties for Public Integrated / Coordinated Team.
  20. Design and implement uniform branding of products and services.
  21. Facilitate cross-divisional work planning, coordination and execution.
  22. Update the NPP and CFPFSS governance documentation.
  23. Establish a corporate policy structure for all policies governed by DCFPSS.
  24. Develop a standardized set of common business practices that meet to optimize resource use, where appropriate, across lines of operation.
  25. Review and validate CFPFSS policies on a regular scheduled basis.
  26. Participate in the coordinated integration of DND / CF disability Resource Management Framework.
  27. Improve the planning for and utilization of assets, infrastructure and resources to ensure they are appropriate and suitable.
  28. Explore opportunities to form partnerships with other government departments where it is feasible, reasonable and cost-effective to do so.
  29. Define criteria for acceptable operational losses.
  30. Improve the acquisition, maintenance and disposal of assets.
  31. Improve the planning for and utilization of assets, infrastructure and resources to ensure they are appropriate and suitable.
  32. Implement and report upon a self-assessment based performance measurement program to the NPP Board.
  33. Embrace emerging technologies.
- Resource Management Framework**
34. Develop an NPP Education Strategy and Plan for the CF and engage CF/ITES to include the NPP accountability framework training at appropriate DPs for CF leaders.
  35. Administer the JPSU Performance Management Framework with annual reporting to the Program Management Board (PMB).
  36. Develop an HR Plan that identifies current and future gaps in the workforce and human resources competencies, strengths and weaknesses.
  37. Develop an HR Total Compensation Plan to recruit, retain and develop the right employees and respond to labour / market pressures.
  38. Develop a CAY II employee training plan to meet job-specific core competencies that incorporates formalized certification of learning.
  39. Establish a talent management framework to ensure that certain employees receive an appropriate mix of NPP experience, training and education to prepare them for increased responsibilities.
  40. Enhance on-the-job / developmental opportunities for all employees to prepare them for future employment opportunities within CFPFSS.
  41. Establish an employee evaluation framework to support the HR Plan.
  42. Measure employee satisfaction.
  43. Communicate the HR change agenda to employees.
  44. Enhance the new NPP - employee orientation program to assist a sense of belonging to the larger organization (CFPFS) and to impart the CFPFSS in the support of serving former CF members and their families.
  45. Create a culture that promotes innovation, good ideas, accepts risk and embraces change to ensure modern, agile and flexible delivery of services and programs.

## **Desired Outcomes**

**Strategic Effect 1 – Understand Needs of Members, Former Members, Their Families and the Families of the Deceased.**

1. Identify and life-cycle manage information for each NPP beneficiary from the moment that he / she achieves beneficiary status until the individual is no longer a beneficiary.
2. Contact and obtain NPP beneficiary feedback.
3. Measure the outcome of beneficiary contact.

**Strategic Effect 2 – Satisfy the needs of Members, Former Members, Their Families and the families of the Deceased.**

4. Build an integrated Base / Wing and dispersed service delivery model to reach all beneficiaries.
5. Adjust and prioritize activities and resources to meet NPP beneficiaries' needs.
6. Provide accessibility for NPP beneficiaries to community and recreational programs by adjusting capacity and resources.
7. CFPFSS will synergize its marketing and communication systems/methods to ensure maximum effect.
8. Normally, NPP allocations to Bases / Wings / Units or proceeds received from families at the local level would be fully expended in the budget year in which they were received unless the Base / Wing/ Unit is planning for a significant capital project or unless the Base / Wing / Unit requires accumulation of funds to sustain the long term viability of its Base Fund.
9. Establish service delivery standards.
10. Communicate how needs will be achieved.
11. Implement and report upon a client satisfaction Performance Measurement framework to the NPP Board.
12. Transfer of VAC / VIP services to JPSU.
13. Provide the Transition Services for all CF members.

**Strategic Effect 3 – Develop and publish a NPP Revenue Generation Plan**

14. Sustain and grow the Canadian Forces Central Fund (CFCF) as the foundation of NPP investment.

15. Modernize NPP retail operations. This includes e-Commerce and a plan for retail service delivery in expanding urban areas. For example, consider whether CANEX should locate service kiosks (perhaps with other partners such as SISIP FS) in locations throughout the urban area.
16. Develop a long term revenue generation plan that includes CANEX, SISIP FS, and other NPP major revenue generating opportunities to sustain the CFCF.
17. Develop QCC and other real property investments as part of the long term CFCF investment strategy.

#### Strategic Effect 4 – CFPFSS is the vehicle of choice for MW Service Delivery

18. Demonstrate that CFPFSS is the most appropriate vehicle through which to deliver MW services to the CF, including in support of CF deployed operations.
19. The Public accepts, understands and values NPP and enters into formal agreements to protect the interests of both parties for Public programs delivered through the NPP framework.

#### Strategic Effect 5 – CFPFSS is an Integrated / Coordinated team

20. Design and implement uniform branding of products and services.
21. Facilitate cross-Divisional work planning, coordination and execution.
22. Update the NPP and CFPFSS governance documentation.
23. Establish a corporate policy structure for all policies governed by DGPFS.
24. Develop a standardized set of common business practices that seeks to optimize resource use, where appropriate, across lines of operation.
25. Review and validate CFPFSS policies on a regularly scheduled basis.
26. Participate in the coordinated integration of DND / CF disability management.

#### Strategic Effect 6 – Resource Management Framework

27. Improve the planning for and utilization of assets, infrastructure and resources, to ensure they are appropriate and suitable.
28. Explore opportunities to form partnerships with other government departments where it is feasible, reasonable and cost-effective to do so.
29. Define criteria for acceptable losses in program service delivery, particularly in respect of specialty interest activities and in the provision of NPP services in more isolated locales.



30. Improve the acquisition, maintenance and disposal of assets, infrastructure and resources such that they are planned for, cared for and maintained in a manner that maximizes their usefulness.
31. Establish performance targets to include relevant measures and indicators for effectiveness, efficiency and environmental stewardship.
32. Implement and report upon a self-assessment styled performance measurement program to the NPP Board.
33. Embrace emerging technologies within a resource management plan.
34. Develop an NPP Education Strategy and Plan for the CF and engage CFITES to inculcate the NPP accountability framework training at appropriate DPs for CF leaders.
35. Administer the JPSU Performance Management Framework with annual reporting to the Program Management Board (PMB).

#### Strategic Effect 7 – Talent Management framework

36. Develop an HR Plan that identifies current and future gaps in the organization's human resources competencies, strengths and weaknesses. It will identify when we need to develop internal competencies (internal development, promotions and transfers) and when we should seek competencies from the external labour market (for e.g. new employees, former military).
37. Develop an HR Total Compensation Plan to recruit, retain and develop the right employees and respond to labour / market pressures. It will include training and development costs, identify recruitment and retention goals for specific jobs / programs / services and also identify where the Staff of Non-Public Funds, CF should position itself with respect to the labour market for the various jobs / programs / services
38. Develop a CAT II employee training plan to meet job-specific core competencies that incorporates formalized confirmation of learning.
39. Establish a talent management framework to ensure that certain employees receive an appropriate mix of NPP experience, training and education to prepare them for increased responsibilities.
40. Enhance advance learning / developmental opportunities for all employees to prepare them for future employment opportunities within CFPFSS.
41. Establish an employee evaluation framework to support the HR Plan. Promote transparency, fairness, recognition and staff professional development within the framework.
42. Measure employee satisfaction.

43. Communicate the HR change agenda to employees.
44. Enhance the new NPF employee orientation program to instil a sense of belonging to the larger organization (CFPFSS) and to impart the role of CFPFSS in the support of serving / former CF members and their families.
45. Create a culture that promotes innovation, good ideas, accepts risk and embraces change to ensure modern, agile and flexible delivery of services and programs.

### **The Way Ahead**

CFPFSS will develop the operational plans in accordance with the Strategy Map to achieve the desired strategic effects.