



National Defence Défense nationale



CANADIAN ARMED FORCES

Defence Plan 2018-2023



Canada

DEFENCE PLAN

2018 – 2023

OPERATIONALIZING CANADA'S NEW DEFENCE POLICY

BACKGROUND

1. This Defence Plan is issued following the publication of Canada's Defence Policy - Strong, Secure, Engaged (SSE). SSE is a long-term, fully costed defence policy that has Defence personnel and their families at its core. It spells out a new vision for defence – one where Canada is strong at home, secure in North America, and engaged in the world. The policy also includes a framework for how Defence will implement that vision. “Anticipate, Adapt and Act” sets out a way of operating that addresses the challenges Defence faces today, and the ones that will emerge tomorrow.
2. The Defence Plan outlines the resources and Horizon 1 (1-5 years) activities required to operationalize the Government of Canada's Defence Policy. Significant work is underway to issue and update key foundational documents including but not limited to the Investment Plan and its associated Organizational Project Management Capability Assessment, the Defence Team Human Resource Strategy, the Canadian National Military Strategy, the Force Posture and Readiness Directive, the Integrated Risk Management Policy & Guidelines and the Departmental Results Framework. Focussed on the implementation of SSE, these documents must be synchronized and viewed together with the Defence Plan to inform a complete, strategic perspective of DND/CAF moving forward. Over the next year the VCDS will undertake a complete review of Plans and Reports in order to better consolidate Departmental direction and this Defence Plan will be updated as required to reflect any changes or enhancements resulting from the review.
3. Defence Plan 2018-2023 lays out the foundation for SSE implementation during Horizon 1 by setting priorities and synchronizing and resourcing Defence activities through the business planning process and performance management framework, and it sets the conditions for continued success in Horizon 2 (5-10 years) and Horizon 3 (10-20 years). From an integrated resource allocation perspective, the Defence Plan will include resource allocation for both financial and human resources. In concert with the Force Planning & Readiness (FP&R) directive, it will align human resource management, including the Regular Force, the Reserve Force and the Civilian Workforce as part of the Defence Team, within a single planning process, and support the specific direction in FP&R that

prioritizes growth areas in order to meet concurrent SSE operational commitments. DND will continue to resource plan over a 3-year window. However, given the five year direction contained in this Defence Plan, L1 Business Plans submitted to the VCDS must include a 5 year view of their SSE implementation plans starting with the 2019-20 cycle in order to ensure coordination of activities and implementation of SSE initiatives.

POLICY GUIDANCE

4. SSE is the Government of Canada (GC) policy direction that articulates the strategic vision of the DND/CAF. It spells out in precise terms what Defence must accomplish to succeed in an unpredictable and complex security environment. It allocates the human, materiel and financial resources that will enable Defence to conduct that evolution and succeed. The articulation of CAF's eight core missions is a critical element of the policy which will drive the evolution of the CAF. Evolving the CAF through the design of a Force Structure capable of meeting the directed concurrency of operations must be constantly at the forefront. DND/CAF needs to ensure that it has a Defence Team comprised of the right force mix, representative of the Canadian population and values, with the required skill sets and equipped with the right capabilities. It must be supported by updated and resourced personnel policies, tailored to reflect our relatively small size, that ensure that the Defence Team is thriving in an environment that promotes total health and wellness through their entire life, and which is inclusive of military families.

5. Through SSE, the GC has indicated it will increase defence spending over ten years from \$18.9 billion to \$32.7 billion in 2026-27, with a total increase of \$62.3 billion in new funding over twenty years. The new initiatives and activities listed in SSE support the new vision for Defence introduced by government, and their successful implementation is critical to the delivery of this policy. In delivering the Defence Services Program (DSP), DND/CAF cannot afford to initiate lower priority activities for which no resources have been allocated as this would hinder the successful implementation of SSE. To that effect, L1s will align internally their efforts and resources to the execution of SSE, and divest those activities which do not support it. The introduction of the Departmental Results Framework (DRF) on 1 April 2018 will clearly identify the results expected and the indicators that will be used to measure the complete delivery of the DSP. Significant work remains to be accomplished through winter 2017/18 to ensure that the DRF enables the measurement of progress.

MISSION

DND/CAF will implement forthwith the Defence Policy to deliver on: well-supported, diverse, resilient people and families; and long-term investments required to undertake missions simultaneously as stated in SSE, to support the Government of Canada's vision of Strong at Home, Secure in North America and Engaged in the World.

CORE MISSIONS

1. Detect, deter and defend against threats to or attacks on Canada;
2. Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD;
3. Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability;
4. Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO and other multilateral partners;
5. Engage in capacity building to support the security of other nations and their ability to contribute to security abroad;
6. Provide assistance to civil authorities and law enforcement, including counter-terrorism, in support of national security and the security of Canadians abroad;
7. Provide assistance to civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies; and
8. Conduct search and rescue operations.

EXECUTION

CDS / DM INTENT

6. Everything that we do must be hinged on the direction and guidance found in SSE. The Government of Canada has laid out clear expectations and now it is up to the Defence Team to deliver. Our activities must be focussed on and build towards the capacity and capability for the CAF to be able to execute all concurrent operations as outlined in SSE. This starts with an updated Force Structure to enable us to expand upon existing capabilities and grow others that are required, while ensuring we have the right balance of regular, reserve and civilians in the right roles and missions. While it is understood that the CAF does not currently have the capacity to execute all of these missions concurrently to the full extent desired, the activities and priorities outlined by SSE will enable the CAF to increase capacity and capability. Increasing our capacity in joint enablers such as engineers, strategic communications, medical support, signals, intelligence and logistics will be crucial in order to meet our commitments. As CDS and DM, we recognize that we must focus on strengthening our institutions, both in terms of looking after our people and the stewardship of the profession of arms. The success of the CAF and DND is completely dependent on our people; thus Defence will be an employer of choice, renowned for delivering excellence at home and abroad by anticipating and adapting to new requirements, representing the diversity and values of Canadian society, and its unwavering commitment to the support and well-being of its people thus enabling the CAF to produce a resilient warfighting force.

7. As outlined within SSE, in order to achieve its strategic vision, the CAF will be an agile, combat-ready, multi-purpose military, operated by highly trained, well-equipped women and men, secure in the knowledge that they have the full support of their government and their fellow Canadians.

CONCURRENT OPERATIONS

1. **Defend Canada, including responding concurrently to multiple domestic emergencies in support of civilian authorities;**
2. **Meet its NORAD obligations, with new capacity in some areas;**
3. **Meet commitments to NATO Allies under Article 5 of the North Atlantic Treaty;**
4. **Contribute to international peace and stability through:**
 - a. **Two sustained deployments of ~500-1500 personnel, including one as a lead nation;**
 - b. **One time-limited deployment of ~500-1500 personnel (6-9 months duration);**
 - c. **Two sustained deployments of ~100-500 personnel;**
 - d. **Two time-limited deployments (6-9 months) of ~100-500 personnel;**
 - e. **One Disaster Assistance Response Team (DART) deployment, with scalable additional support; and**
 - f. **One Non-Combatant Evacuation Operation, with scalable additional support.**

8. In order to implement this new vision, Canada will adopt a new approach to defence – one that values the ability to anticipate new challenges, adapt to changing circumstances, and act with exemplary capability and professionalism while supporting peace and security around the world.

9. One of the most significant challenges that we will face in the implementation of SSE will be the human resource capacity to tackle simultaneously the many actions required for the execution of the policy direction. There are few activities that we now perform that are not essential, but we have not necessarily optimized the processes that guide and govern our actions. We must challenge each one of these processes through the existing defence governance framework if they are not enabling us to carry out the timely execution of SSE, while remaining mindful of the risks that we assume when we do so. These actions by themselves will not be sufficient to deliver on our agenda. We must think creatively and consider fresh ideas in order to succeed. Without this approach, we will not deliver on SSE. L1s must align their efforts and their priorities on the key objectives of SSE, and time-phase their efforts when capacity is insufficient to execute simultaneously all required actions. SSE must always be prioritized, and its execution will be subject to the scrutiny at the L0 and L1 boards and committees. The Programme Management Board, chaired by the VCDS, SADM and CFO (*Cerberus*) will play a critical role in managing the Defence Services Programme and ensuring that activities are prioritized and sequenced to ensure resources are optimized.

10. Defence plays an important role in GC innovation efforts. This is reflected in the SSE, which includes a commitment to provide \$1.6B in focused investment over the next 20 years. This presents a significant opportunity, which can only be exploited if it is fully integrated into the broader Defence innovation and force development agenda. Innovation is a strategic leadership function that has a direct effect on both current and future operations. People are the foundation of effective innovation. Therefore, there is a requirement for leadership to promote a culture of innovation by actively encouraging fresh thinking, harnessing the Defence Team's ideas and insights to identify and articulate new requirements, and creating opportunities for organizational learning and the exchange of ideas, including outreach activities with allies, partners, academia and industry. CDS/DM intent and strategic priorities will be communicated in a Defence Innovation Strategy, which will be used to focus and coordinate the DND/CAF innovation effort to ensure that it addresses institutional requirements. This strategy will be supported by a rigorous Concept Development and Experimentation (CD&E) methodology designed to promote new and innovative thinking, as well as test and mature new ideas to ensure they can be implemented effectively. CD&E will be used to support capability based planning.

11. Business Intelligence and Analytics are emerging as a means to enable alignment, drive efficiency, integrate and automate process and readily extract decision-quality information from our systems of record. DND/CAF is evolving towards a culture that facilitates evidence based decision making and will therefore evolve an essential Business Intelligence and Analytics capability under Defence Program Analytics. This capability will also include the emerging role of the Chief Data Officer with the SADM leading the departmental efforts in support of this concept. With coordinated effort, the Defence Team will adopt an enterprise approach to drive analytics adoption throughout DND/CAF thereby enabling performance management at all levels to ensure SSE delivery.

END STATE FY 22/23

12. This Defence Plan will see the following DND and CAF strategic results successfully achieved in the planning period:

- a. Canadians are protected against threats to and attacks on Canada; people in need in Canada are assisted in times of natural disasters and other emergencies; Canada's Arctic Sovereignty is preserved and safeguarded; North America is defended against threats and attacks; and the Canadian Armed Forces contribute to a more stable, peaceful world;
- b. The Canadian Armed Forces are ready to conduct concurrent operations and military equipment is ready for training and operations;
- c. The Canadian Armed Forces and DND have the right number of qualified people; the health and well-being of the Defence Team is well supported; the Defence Team reflects the values and diversity of Canadians; military families are supported and resilient; and youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood;
- d. Defence capabilities are designed to meet future threats and Defence and security challenges are addressed through innovative solutions;
- e. Defence procurement is streamlined; Defence equipment and information technology acquisition are well-managed; and supplies are available and well-managed;
- f. Naval and Army Bases, and Airforce Wings are well serviced to enable military operations and defence activities; Defence infrastructure is well-managed throughout its lifecycle; and Defence activities are carried out in a safe and environmentally responsible manner;
- g. A DND/CAF Business Continuity Plan is developed and maintained;
- h. A Defence Security program that reduces security risks in an evolving threat environment is achieved to more effectively and efficiently support Defence, both operationally and institutionally;
- i. The GC directed initiatives outlined in the Ministerial mandate letter are executed.

DEFENCE

PRIORITIES

- 1. Achieve Canada's new vision for defence**
- 2. Foster well supported, diverse and resilient people & families**
- 3. Grow and enhance capability and capacity**
- 4. Exploit Defence Innovation**
- 5. Modernize the Business of Defence**

DEFENCE PRIORITIES

13. The five Defence priorities provide emphasis for senior management and DND/CAF leadership to direct resources to key activities required to address gaps in achieving expected results, to mitigate key risks and to respond to specific Government direction. They are critical to the overall execution of SSE.

14. Nested within these priorities are the specific initiatives and activities required to implement SSE. Through the Defence Plan, these initiatives and activities have been tasked to specific L1s and functional authorities to implement. They cannot be placed at risk by other, less critical activities and therefore shall be privileged. L1s will be required to demonstrate how they intend to accomplish their Defence Plan remits by detailing their intended efforts, using existing resources and those attributed through SSE, in their own business plans and similarly reporting on the progress towards completion for multi-year activities. L1s should be prepared to discuss the impacts on their lower-priority activities, including those that are not resourced due to the higher priority of SSE related activities.

ACHIEVE CANADA'S NEW VISION FOR DEFENCE

15. SSE articulates a new vision for Defence, anchored on being Strong at home, Secure in North America and Engaged in the world. It is grounded in a thorough assessment of the global security environment, and it directs a new approach to defence – Anticipate, Adapt, Act. SSE requires and sets the necessary conditions so that the CAF is prepared to conduct eight core missions and execute concurrent operations as previously described. Therefore, Defence must align all the elements of its foundational strategic and operational directions and plans. First and foremost, everything Defence does must support the development of its capacity and the capabilities required to conduct the concurrent operations directed in SSE. Specific tasks related to this priority are as follows:

- a. **SJS, supported by the VCDS and ADM (Pol)**, will develop the strategic direction that will translate the governing Defence policies into a Canadian National Military Strategy that will ensure that the CAF achieves the objectives promulgated by the Government of Canada. There is a requirement for a military strategy document to support the implementation of SSE and provide more direction on multi-mission concurrency;
- b. **SJS** will lead the continued development and implementation of the renewed Force Posture and Readiness Directive. This directive provides the detailed analysis and planning required to define requirements needed to support multi-mission concurrency

capabilities and tasks described in SSE. Implementation of this policy along with its supporting Force Structure must focus on defining and realizing the operational outputs needed to support policy and it will be used to inform the review of both regular and reserve force structures;

- c. **ADM (Pol)** will develop the Global Engagement Strategy, to enable Canada's contributions to a more stable and peaceful world. **ADM(Pol)** will leverage its Defence Engagement Program and academic outreach activity to foster a better understanding of the challenges of the security environment.
- d. **VCDS** will promulgate the Force Capability Plan (FCP) which describes a capability portfolio consistent with SSE vision. The FCP serves to direct Force Development activities over time such that capability investment can be delivered as planned under SSE. In this manner, the FCP guides and bounds the Capital Investment Program Plan Review (CIPPR) prioritization and serves to align L1 capability development activities;
- e. **SJS, supported by ADM (Pol), VCDS and JAG** and in collaboration with the US, will coordinate the Canadian NORAD Modernization/Evolution of North American Defence (EVONAD) efforts;
- f. **VCDS** will deliver on the new vision for the Reserve Force in order to enhance its capabilities and role within the CAF. There will be a comprehensive review of the Reserve Force organization and establishment to ensure that the Reserves can deliver defined operational effects on a full-time basis;
- g. **CJOC** will further develop the Joint Managed Readiness Plan, ensuring that the joint readiness agenda objectives can be fulfilled;
- h. **SJS, supported by CJOC and ADM(S&T)**, in collaboration with the US, will lead and coordinate the DND/CAF contribution to the Binational Northern Approaches Surveillance Analysis of Alternatives;
- i. **CA** will continue its review of the Canadian Rangers and enable growth as resources allow. The Canadian Rangers are integral to northern surveillance and regularly provide support to ground search and rescue. They are Canada's eyes and ears in the sparsely settled northern, coastal and isolated areas of Canada. In response to the Minister's mandate letter, Defence will continue to focus on surveillance and control of Canadian territory, which includes increasing the size of the Canadian Rangers as well as other capability enhancements.

FOSTER WELL SUPPORTED, DIVERSE AND RESILIENT PEOPLE & FAMILIES

16. The Defence Team is the backbone of defence capability and its greatest asset. The success of any mission is dependent on having healthy, well-trained, and motivated personnel in a workplace free from harassment and discrimination. Throughout the timelines of this plan, Defence will deliver on key

initiatives to further cultivate diversity, inclusivity and respect within its organization. The goal is to enhance military capability by creating a new military experience that delivers a flexible career model, respects the unique demands on military families, and recognizes the affiliation with an enduring commitment to support Veterans. It is the CDS's intent to reinvigorate and reinforce the Operation HONOUR efforts across the CAF, moving from the initial strategic response to an enduring institutionalized organization with a long term plan that integrates the extensive personnel policy changes stemming from SSE, the enduring mission of elimination of harmful and inappropriate sexual behaviour, and the desired institutional culture change. Specific tasks related to the priorities above are as follows:

- a. ***Military L1s*** will continue to provide their full support and resources necessary to achieve the Operation HONOUR mission of eliminating harmful and inappropriate sexual behavior from within the CAF and the institutionalization of Operation HONOUR. This includes a commitment to promoting a culture of leadership, respect, and honour and the continued work to monitor and measure the effects of Operation HONOUR; making adjustments as required to ensure enduring positive institutional culture change;
- b. ***VCDS, supported by ADM(HR Civ) and CMP***, will develop an integrated Defence Team Human Resource Strategy to align force components of military, reserve and civilian. The Defence Team Human Resources Strategy envisions a Defence Team that is agile, capable of effectively adapting to new requirements while caring for people as an employer of choice for Canadians. The four pillars of the Defence Team Human Resources Strategy are: ensuring the well-being of DND/CAF personnel and their families; optimizing the workforce to align size and composition with SSE; getting the workforce to capacity; and ensuring a representative, inclusive and respectful workplace;
- c. ***VCDS*** will develop the Force Mix and Structure Design (FMSD), to realize required SSE and FP&R driven changes to the force structure. FMSD will build on the work previously conducted as the Force Mix and Capability Analysis, incorporating FP&R, the Defence Team HR Strategy, Capability Based Planning inputs, and CDS direction. This initiative will also consider and inform the apportionment of the Primary Reserve establishment. This work will leverage and build on ongoing L1-led SSE initiatives.
- d. ***VCDS, supported by ADM(HR-Civ)***, will execute the Defence Team Establishment Plan and refine its associated methodology over time, based on lessons identified in order to support the integrated concept and the design of the workforce. It must be well aligned with the existing business planning process noting that financial resources to support the civilian workforce growth are allocated by the DM;
- e. ***VCDS, supported by the ECSs***, will conceive and design new operational roles for the Reserves, and ***supported by CMP***, 1;
- f. ***CMP*** will implement/establish a personnel administration staff that is empowered to apply a command-directed approach wrt personnel administration and management that uses decision-making to establish precedents and actively drive changes to personnel policies and procedures with the aim of increasing member satisfaction and retention;

- g. **CMP** will build capacity to meet CAF recruiting targets with candidates that are representative of Canada's population;
- h. **CMP** will fundamentally reinvent Transition in recognition of a career that ascribes to the tenets of service before self and unlimited liability with enhanced flexibility. This will include a flexible career management system that would allow personnel to transition in and out of uniform as well as facilitate component transfers to the Reserve Force, and COATS to retain talent which would allow CAF personnel to continue to make valuable contributions under more flexible terms of service;
- i. **CMP** will also improve the Transition process from military member to Civilian Life. In close collaboration with Veterans Affairs Canada, CMP will work to ensure a seamless transition for CAF members to Veterans Affairs' programs and services. The focus will be on reducing complexity, improving information sharing, overhauling service delivery, and streamlining and simplifying processes wherever feasible. Working together, the CAF will aim to better anticipate and meet the current and future needs of members and to ensure they receive timely access to benefits, certainty about care, and access to programs and services; CMP will also collaborate with VAC on Veteran's Initiatives;
- j. **CMP** will conduct the First Principles Review of military total compensation;
- k. **CMP** will contribute to building the resilience of military families by improving support and services; and
- l. **CMP** will also conduct research on attitudes towards Lesbian, Gay, Bisexual, Transgender, Queer, 2- Spirited (LGBTQ2S) issues, diversity climate, ethnic tolerance/intolerance and cross-cultural competence to support the CAF Diversity Strategy and action plan, in order to maintain efforts to ensure that the CAF population is reflective of Canadian society and values. There is an urgent requirement for both policy and services for LGBTQ2S personnel.

GROW AND ENHANCE CAPABILITY AND CAPACITY

17. Through SSE, the Government of Canada has directed that the CAF be prepared to deploy on concurrent operations. To achieve this requirement, the FP&R will provide specific instructions to ensure that Force Elements are postured in accordance with directed readiness levels. The FP&R Directive is the mechanism by which the CDS directs the CAF Force Generators to organize, train and equip their forces to ultimately respond to GC direction. The updated directive, which will be issued in early 2018, will clearly indicate which capabilities must be readied within the present policy framework. More importantly, the military strategy that will be developed will articulate the demand signal for all the capability components that position the CAF for the concurrent execution of operations. The CAF force development activities will therefore be anchored into the requirements expressed in the military strategy. Force development activities will privilege the new enablers (cyber, medical, strategic

communications) as their demand has increased in modern operations. Specific tasks related to this priority are as follows:

- a. **VCDS** will lead the Defence Enterprise Architecture (EA) Programme capability. DND and the CAF are committed to the continual development, maintenance and management of an EA that accurately reflects the evolving capabilities. This practice is essential for effective decision-making support and the alignment of programmes, projects and initiatives to SSE;
- b. **VCDS** will conduct a review of the Capability Investment Database (CID) with a view to fully leverage it and exploit Defence Programme Analytics. In its current format and through the current practices, the CID has lost the greater part of its intended value. CID capabilities will be migrated from a stand-alone database into our systems of record;
- c. **VCDS** is to continue to refine and improve the capabilities, capacity and responsiveness of the Capital Investment Program Plan Review (CIPPR) tool and processes in order to permit regular review of our portfolio of investments and better respond to changes in scope and/or timelines of our planned capabilities as well as accommodate emerging requirements. This will assist leadership in assessing and prioritizing investments;
- d. **VCDS** will lead the establishment of a CAF targeting capability, that conforms to the appropriate domestic and international legal frameworks, to better leverage intelligence capabilities to support military operations, in order to address the demand for defence intelligence internally, across the Government of Canada, and amongst allies. This will allow the Defence team to increase its intelligence capacity, and examine its capabilities to understand and operate in all the domains of conflict to include the information environment, cyber, space and other emerging domains as described in SSE, in support of the conduct of information operations.
- e. **CJOC**, in collaboration with other L1 organizations and allies, will enhance and expand the Defence northern footprint, while increasing capabilities in surveillance, mobility and training in Canada's north, in order to enhance the Canadian Armed Forces' ability to operate in the Arctic and adapt to a changed security environment;
- f. **VCDS** will lead the effort on Remotely Piloted Systems force development. RPSs offer great potential in helping Canada meet its defence needs, at home and abroad; and
- g. **RCAF**, in collaboration with **ADM(Pol)** other L1 organizations, industry and academia, will lead the development and implementation of a range of remotely piloted aircraft systems (RPAS) including the necessary policy direction that will respect Canada's obligations under domestic and international law, and the appropriate doctrine for armed and unarmed systems;

Cyber & Space Domains

18. The Cyber and Space domains are increasingly prominent among the security and defence challenges facing Canada and its allies. The CAF depend heavily on the cyber environment and space-based capabilities are becoming an increasingly critical component of military operations.

In accordance with the Minister's mandate letter, Defence will continue to work closely with Public Safety Canada to inform and advance a new Cyber Security Strategy. **ADM (IM)**, in collaboration with other government departments, will continue to develop and refine a security framework for cyber threats. Defence will advance research in the future of cyberwarfare to improve and strengthen both defensive and offensive capabilities. Defence will focus on cyber and space operations through science and technology projects. **ADM(Pol)** will continue to work with partners to ensure the necessary policy frameworks are in place to support DND/CAF cyber activities as well as promote Canada's national interests on cyber issues, including supporting GAC's efforts to shape international norms for responsible state behaviour in cyberspace.

19. With new capabilities, comes the need for employees with special skill sets and a new Cyber Operator military occupation has been created. The introduction of this new occupation will improve recruiting, individual training and career management for cyber specialists. It remains clear that significant work is required to formalize the CAF partnership with CSEC and design a cyber force that includes both military and civilian personnel. For the joint space capability, a more deliberate and structured force generation framework will be developed by the **RCAF** in order to create a more robust and sustainable space cadre to include an integrated civilian component.

20. The CAF/DND space program will remain focused on space capabilities that are aligned with Canada's future requirements and that make substantial contributions to combined space operations with Canada's allies and closest partners. Improvements will include increased operational analysis and awareness of the space domain and the ability to defend and protect critical Canadian and Allied space capabilities. In order to enhance the CAF's ability to communicate and conduct surveillance globally, the **RCAF**, in collaboration with other L1 organizations, OGDs and allies, will enhance and expand future joint space capabilities through space related projects including those focussed on global satellite communications, surveillance of space and earth, thus enhancing the CAF's ability to defend Canadian sovereignty and support domestic and overseas operations. **ADM(Pol)** will continue to work with partners to ensure the necessary policy frameworks are in place to support DND/CAF space activities as well as promote Canada's national interests on space issues, promote the peaceful use of space and provide leadership in shaping international norms for responsible behaviour in space. Integration of navigation warfare within CAF training and operations will also be enhanced to ensure access to the critical space-enabled Position, Navigation and Timing capability is sustained for strategic advantage.

EXPLOIT DEFENCE INNOVATION

21. **ADM (S&T)** will lead the DND/CAF science, technology, and innovation (STI) effort, prioritizing activities to deliver and/or support the Defence Innovation Strategy and specific SSE initiatives. This will include continued support to research and development of Arctic joint intelligence, surveillance and

reconnaissance capabilities, as well as the development of space, cyber and remotely piloted systems. The new Innovation for Defence Excellence and Security (IDEaS) programme will be a central element of this effort. The newly established S&T Investment Steering Committee co-chaired by ADM (S&T) and CFD will be used to manage and coordinate Defence STI activities to ensure that they meet both DND/CAF and L1 requirements. All L1s are expected to play an active role in the planning, execution and exploitation of STI activities to ensure that these activities are fully aligned with approved capability development programmes. **L1s** will also support CD&E activities, leveraging their exercises and warfare centres where appropriate to test new ideas and promote organizational learning and joint force development.

MODERNIZE THE BUSINESS OF DEFENCE

22. The implementation of SSE initiatives and activities will only be successful if it is accompanied by a significant business transformation. Without that transformation, Defence will not be capable of tracking the intended results to achieve as the CAF of today becomes the CAF of tomorrow: organized, trained, equipped and sustained to undertake concurrent missions for the protection of Canada and Canadians and the maintenance of international peace and stability.

Governance

23. Defence governance will evolve to ensure that all aspects of the DSP are managed effectively and efficiently through robust management and oversight by governance boards and committees. In order to achieve clarity with respect to the governance process, Annex D (TBP) will promulgate the decision-making process leading to L0 decisions concerning approvals of policies, resources and overall mandates and authorities for the governance boards. Corp(Sec) will also review and submit to DMC an update of the Organization and Accountability document detailing the roles and responsibilities of each L1 organization. The introduction of SSE requires Defence to maintain strong governance mechanisms and practices required to enable the effective delivery of the initiatives and enduring activities detailed in SSE. Given the level of oversight required and the type of departmental coordination and analysis necessary to support that level of oversight, the Programme Management Board (PMB) will be used to meet the needs of SSE in both the near and long term.

24. To enable the management necessary to direct the implementation of SSE, PMB will be co-chaired by the VCDS, SADM, and the CFO (*Cerberus*);

- a. On matters pertaining to SSE implementation and the execution of the Defense Services Program, PMB will report to the Defence Strategic Executive Committee (DSX) that is fully informed and enabled to direct the efforts of the Defence Team;
- b. PMB will continue to fulfill all regular PMB functions, reporting to Investment and Resource Management Committee (IRMC) on matters pertaining to the Investment Plan and overall Defence Services Program.

Defence Analytics

25. The successful implementation of SSE will only occur if senior leaders have visibility into the DSP and the departmental and operational risk profiles to enable evidence based decision making at a frequency that drives change. As much as leadership will be pivotal to success, Defence will need to increase the quality, breadth and timeliness of relevant information available to leaders while ensuring civilian and military FTE counts do not balloon to fulfill these information needs. Defence's significant capabilities in Enterprise Resource Planning systems, data warehousing, business planning automation and analytics will be critical enablers, and it will take leadership and commitment to drive adoption and transform to an agile and digitally enabled institution. The visibility of SSE, the engagement of senior leaders and the frequency of governance cycles make SSE an ideal driver to transform DND with world class digital capabilities.

26. In implementing SSE, Defence will develop a set of principles that includes leveraging Enterprise Resource Planning capabilities, standardizing business processes, managing data as a strategic asset, and consolidating systems of record wherever possible to guide the Defence Team into 21st century management practices and reinforce its commitment to embrace departmental digital capabilities and analytics. Going forward, the SAP platform will be the platform in which Defence plans, executes, measures and adjusts the execution of SSE and the DSP. Efforts to date have resulted in great progress within ADM(IE) and the RCN towards the automation of the in-year financial management and forecasting capabilities using the Business Planning and Consolidation (BPC) module. This capability will be further developed by the **VCDS supported by ADM(Fin)** for future use across the entire DND/CAF organization with the intent of developing a multi-year, phased-in implementation for integrated financial planning, forecasting and budgeting processes that will serve both internal and external reporting and support decision making. The goal over the multi-year horizon of this Defence Plan is to transform existing planning, forecasting and budgeting processes from multiple template (spreadsheet) based processes to a standardized, simplified and integrated digital process that better supports analysts and decision makers with access to real time plans, budgets, actuals, forecasts and other information across multiple enterprise dimensions.

Departmental Results Framework

27. In response to the Treasury Board Secretariat Policy on Results, Defence will have in place by FY2018/19 a Departmental Results Framework which will be comprised of three components;

- a. A set of high level Core Responsibilities, outcomes and indicators
- b. A Program Inventory that describes how they are organized to fulfill their responsibilities, and
- c. Performance Information Profiles.

28. Each SSE and Defence Plan deliverable will be embedded within one or more of the Core Responsibilities and supporting programs. Enabled by business intelligence and analytics and

governed by a robust PMB, the overlay of Defence Plan initiatives upon the Departmental Results Framework will improve the achievement of results across DND/CAF and enhance the understanding of the results DND/CAF seeks to achieve, does achieve, and the resources used to achieve them.

Business Planning

29. All L1s must ensure that their plans to implement the Defence Plan tasks are included as part of their annual Business Planning processes. Requests for additional financial and human resources, in particular those related to SSE funded initiatives should be requested through the L1 Business Plan submissions to the VCDS as part of the Business Planning process. Requests for additional human resources (Regular Force, Reserve Force and Civilian) related to new capabilities must be included as part of the annual L1 Defence Team Establishment Plan (DTEP) submission to VCDS. For projects identified as tasks, L1s must ensure that all facets of the project approval processes are adhered to in accordance with the Project Approval Directive (PAD). Additionally, L1s will be required to report progress on their Horizon 1 Defence Plan tasks as part of their annual L1 BP submission to VCDS.

30. The process for L1 Business Planning interviews at IRMC changed significantly last fiscal year and Defence will continue to improve on the process in the coming years. L1s will be prepared to come before PMB and IRMC to discuss their entire program – those activities above and below their existing resource levels. L1s should be prepared to come before PMB and IRMC to discuss their implementation plan for SSE tasks given their existing resource envelopes as well as any lower priority activities that will not be resourced due to SSE commitments. L1s should also be prepared to discuss those planned activities that they consider to fall in the bottom 10% of their current resource allocations. L1s will not present resource pressures for high priority activities as, by definition, those activities are deemed first to be funded within an existing L1 reference level. The CFO will promulgate L1 interview dates, and L1s should be prepared to discuss their plan for the coming 3 years by January of each year. The VCDS will further clarify and promulgate business planning presentation guidelines and templates as required.

Defence Team Workforce Design

31. The former methodology used to manage military vacancies associated with the VCDS Staffing Priorities has been replaced. A review of the VCDS manning priorities has been conducted over the course of the last year and direction is contained within the Canadian Armed Forces Staffing Categories (reference H). This has resulted in the transformation of the six manning priorities into a framework of three different staffing categories. These categories will be reviewed every three years, with a yearly vector check, to ensure their relevance and ensure we are achieving our Defence Policy objectives. The framework is intended to be anchored in the following categories:

- a. Category A: Force employment, force employment support, and OUTCAN activities in support of our SSE Global Engagement Strategy

- b. Category B: Functions and elements with a critical role in the planning and implementation of SSE, including force production (attract, recruit, train) and functions related to the procurement of capabilities
- c. Category C: Remaining functions and capabilities.

32. The staffing categories are associated with the fostering of well-supported, diverse and resilient people and families and growing and enhancing capability and capacity. The release of the forthcoming FP&R document will also identify those capability gaps where we need to prioritize personnel growth in order to meet our SSE commitments. Additionally a forecast of SSE related growth for the Defence Team is provided at Annex B, L1s are expected to privilege the staffing of these functions which support our SSE commitments and aforementioned organisational priorities.

Establishing the Civilian Workforce

33. The aforementioned Defence Team HR Strategy will direct harmonization of distinct HR systems, foster an integrated approach to personnel management and enable the organization to best achieve its missions. This includes the integration of HR planning across the entire organization and the management of common workforce issues in an integrated manner which will be accomplished through the four pillars of the DT HR Strategy. **ADM(HR-Civ)**, as functional authority for civilian component of human resources management, will enable the future design and management of the civilian workforce, in partnership with DND resource management centres (VCDS, CFO, CMP, C Prog and CFD) and the Defence Team HR Committee (DT-HRC). **ADM(HR-Civ)** will also provide direction and measures for central agency HR accountabilities and reporting. The Next Gen HR-Civ new service delivery model will permit continuously improving performance in support of the priorities of SSE and the department.

34. **ADM(HR-Civ)** will provide guidance to L1s on how to rationalize the high number of positions within L1s. L1s are also directed to include human resource impacts and issues as part of annual Integrated Business Plans and to ensure strategies are in place to meet established civilian HR accountabilities.

35. An updated management construct of civilian workforce growth will be promulgated in early 2018 once a decision has been reached regarding growth management using the Salary Wage Envelope (SWE).

Coordination of Indigenous Affairs

36. The Defence Team has many obligations with respect to Indigenous peoples which are reflected in laws, treaties and self-government agreements and policies. It is the responsibility of the entire Defence Team to implement and respect these obligations when planning/undertaking activities.

37. ADM(IE) has stood-up an Indigenous Affairs Secretariat to support the Defence Team. The Secretariat provides strategic and policy advice on Indigenous matters (with the exception of

employment and recruitment) and organizes training sessions to raise awareness on Indigenous obligations and to build departmental capacity. The Secretariat also develops policies and guidelines to inform the planning/undertaking of DND/CAF's activities that intersect with Indigenous interests. Of note, an Indigenous Affairs DAOD and Strategic Framework are currently being developed.

Incorporate Gender Perspectives into Defence Planning

38. Defence is committed to ensuring gender perspectives are included among key considerations when the CAF deploys to operations throughout the world. Armed conflict, natural disasters and humanitarian crises affect different genders in different ways. Incorporating gender perspectives into the planning, execution and evaluation of operations will increase effectiveness and enhance the understanding of the challenges faced by populations in these areas. This will also support broader national and international initiatives related to women, peace and security.

39. In Canada, the incorporation of gender perspectives is carried out through the commitment to Gender Based Analysis Plus (GBA+) which all DND/CAF personnel must integrate into all planning and development activities. By now every member of the Defence Team will have completed GBA+ training, providing this important analytical competency used to assess the potential impacts of policies, programs, services and other initiatives on diverse groups of people, and taking into account gender and other intersecting identity factors.

40. The intent is to have fully integrated guidance provided from United Nations Security Council Resolutions (UNSCR), the Canadian National Action Plan on UNSCR 1325, NATO policy and guidance and Government of Canada direction on GBA+ into CAF planning and operations by Fall 2017 and into the wider CAF institution by 2019. Additionally, SJS and MPG (CDA) will integrate the GBA+ analytical framework into CAF strategic and operational planning processes, CAF leadership doctrine, and professional development training.

Defence Champions

41. DND/CAF will strengthen Defence Champion governance to formalize terms of reference, strengthen DND/CAF stewardship, and place greater emphasis on the delivery of specific effects and outcomes. Defence Champions are senior institutional leaders who have a formal mandate to provide executive vision and actively advocate in support of issues, initiatives or designated groups. Defence Champions support the CDS and the DM by providing the executive guidance and advice required to lead institutional change. They also provide active, engaged leadership, conduct key leader engagements, facilitate dialogue to establish common understanding, provide advice and feedback, coach and mentor leaders and staffs, and support DND/CAF strategic communications with both public and internal audiences. Defence Champions will be supported by executive leadership teams and they will have clearly defined relationships with supporting executives and staffs to ensure that they have the direction and support required to produce tangible results for the Defence Team.

Investment Plan

42. The 2017-2022 Investment Plan identifies DND's available funding for recapitalizing the CAF and the Department, funding for acquired goods and services over \$20M, and the recognized governance structures and change mechanisms required to manage these resources. Intended capital acquisitions are also identified in the plan. As SSE planning matures, regularly scheduled updates will reflect the evolving plan and subsequent iterations will be produced.

Governance of Acquired Goods & Services

43. Investment Plan 2017 integrates information upon which the assessment of Acquired Goods and Services long-term affordability will be delivered. For Vote 1 Acquired Goods and Services acquired under in-service support contracts, the amount shown in the Investment Plan 2017 is the forecasted expenditure as reviewed and approved by the Department's robust governance structure. This structure establishes appropriate oversight to ensure the effective allocation and management of financial resources so that neither project scope nor expenditure authority is exceeded.

44. Vote 1 Expenditures are adjusted annually based on planned CAF operational requirements and the annual Business Planning process which identifies the financial demands needed to support these requirements. These demands are examined by the National Procurement Oversight Committee whose management and oversight framework is designed to ensure judicious expenditure within approved allocations. Once approved by NPOC, the overall multi-year plan is submitted for review and approval to the Programme Management Board. If approved at PMB, the demand is submitted to the Investment and Resource Management Committee for approval of the final annual allocation.

45. Any requirement above \$20 million is also submitted to, and reviewed by the Defence Procurement Strategy Governance Committee for approval of its procurement strategy for services contracts and if applicable, of its Sustainment Business Case Analysis. This ensures adequate consideration of strategic trade-offs through the optimization of the following four sustainment principles of Equipment Performance, Value for Money, Flexibility, and Economic Benefits.

Defence Renewal – Concluding Activities

46. Over the last year, many of the original Defence Renewal initiatives have been completed. Defence Renewal has now reached a point whereby most of the Defence Renewal initiatives have transitioned from a pilot approach to being the normal course of business, and as such they will be closed out as special initiatives. Going forward, not only will these changes continue to provide a recurring financial impact, they will represent a change in thinking towards the management of resources. This represents a culture shift in how Defence does business. Accordingly the benefits from the strategic undertaking of Defence Renewal will support and aid in the implementation of SSE.

47. By the end of FY 2017/18, Defence Renewal will transition to a Business Analytics Team, residing within the Office of the Chief Data Officer, with a focus on evidence based decision making, innovation and experimentation enabling continuous improvement within the department. Linked directly to the department's SSE obligations, the new Business Analytics Team will support program managers in the use of business analytics to identify, reinforce, and enable ongoing improvement opportunities.

Corporate Risk Profile

48. National Defence is influenced by a wide range of external and internal factors, both domestic and international, that can affect how we achieve our mandate. These factors present both risks and opportunities, which we must carefully consider as Defence delivers on its roles and responsibilities.

49. Key risks are identified by aggregating risk information from internal and external sources, and considering that information in the context of the Defence mandate. Key risks will be articulated in detail in the corporate risk profile and summarized in the Defence Plan. Current key risks are as follows:

- a. Defence readiness. There is a risk that Defence has insufficient force elements of appropriate readiness to respond to concurrent missions, or sequential missions before reconstitution is complete. This includes missions that are planned in advance, as well as responses to unexpected events which by their nature are unpredictable in time, number, location and effect.
- b. Defence Team capacity. There is a risk that Defence does not have the right number of personnel with the right competency, at the right place, and at the right time, which may affect its capability to fulfill current GC and Defence expectations, in particular as it relates to the implementation of SSE.
- c. Strategic resilience. There is a risk that unexpected events may change the strategic picture such that it requires significant changes to the strategic level of resource planning and result in disruption to National Defence's business operations.
- d. Capability delivery. There is a risk that the complexity of development, program approval and procurement processes will prevent Defence from meeting its investment targets in critical physical assets (equipment, physical and information infrastructure and real property) in a timely, sustainable and affordable manner to enable CAF operations. This risk is about failing to close gaps, or preventing gaps in capabilities which may lead to future mission failure.
- e. Integrated Information Management (IM)/Information Technology (IT). There is a risk to Defence that there are a range of IM/IT risks that threaten DND/CAF's ability to deliver on IM/IT-related SSE initiatives efficiently and effectively. By not addressing our organization's information management and knowledge transfer arrangements, there is

the potential to adversely affect executive decision-making and strategic communication; which in turn affects the institution's ability to make evidence-based decisions and communicate in an open and transparent manner. Successful integration is dependent on establishing common standards as the foundation of interoperability, effective planning, and continuous interoperability testing to assess and enforce compliance. Failure to address IM shortfalls has both operational and financial risks.

- f. Financial controls and reporting of inventory and assets. There is a risk that the financial reporting of inventory and capital assets in the Public Accounts of Canada and the Departmental Financial Statements may not accurately reflect the true value of the Department's asset holdings which may result in a loss of confidence in the Department's ability to manage the public purse. This risk may result in DND/CAF being given tighter controls resulting in less flexibility and making us less agile but more importantly, without this visibility and control, Defence is at risk of wasting precious resources that should be directed to higher priority initiatives. Implementing Defence Programme Analytics will help mitigate this risk.
- g. Security. There is a risk that some elements of the Defence Security Program are insufficient to assure the protection of all assets and the continuity of critical services in support of the Defence readiness, capacity and operational capability.
- h. Communications. There is a risk that the credibility, capability, effectiveness and operational success of DND and CAF institutions depend on DND and CAF ability to communicate, shape or re-shape narrative, inform and influence, deter, achieve and maintain support.

50. These risks are discussed at key governance boards and IRMC will choose which risks to mitigate and at what level by apportioning financial and/or human resources to address at both in year meetings and as part of the annual business planning process. The Defence Enterprise Risk Management (DERM) Policy and Guidelines will be written in consultation with L1 principals. This policy will also reflect the current TB Framework for the management of risk. It will provide direction and guidance to L1s regarding the methodology for establishing and communicating risk tolerance levels, risk metrics and reporting, as well as identifying the roles and responsibilities for risk champions. The policy will reinforce the requirement that L1 business plans and presentations to governance committees (PMB, IRMC) contain information conducive to discussions on risk management.

51. The CAF/DND Departmental Results Framework (DRF) will facilitate measuring and reporting on DERM along programs within the department using the Risk Chapter of the Performance Information Profile (PIP). The PIP and the data collected will be reviewed at a minimum annually by program officials and Chief of Programme staffs. Part of the data in the PIP is an assessment by the programme official of the risk(s) to their program. This will form the basis of the Corporate Risk Survey which will inform the Corporate Risk Profile. This will be briefed annually to the CDS/DM, who in turn will issue direction and guidance on risk tolerance and risk mitigation to program officials. Program

officials will implement this direction and guidance with a view towards reducing the risk to their program and in turn to the Department.

52. The end state for DERM within CAF/DND will have measureable targets that are monitored and reported to PMB bi-annually and DSX annually to better inform and support decision making at all levels. The CAF/DND DERM Policy and Guidelines document will be issued by March 18.

COORDINATING INSTRUCTIONS

Defence Acquisition and Support to Equipment

53. L1 organizations and ADM(Mat), enabled by VCDS and ADM(Fin) / CFO, must execute SSE in a focused and deliberate manner in order to ensure equipment delivery and project advancement. Discipline and leadership engagement are two critical components that must be reinforced to deliver the Defence capital equipment program.

Materiel and Inventory Management

54. In support of existing fleets, ADM(Mat), supported by the ADM(Fin) / CFO, DOS SJS and CJOC is to lead the continued departmental effort to enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation.

55. The Inventory Management Modernization and Rationalization project plays a key role in addressing many institutional challenges the Department faces in effectively managing its inventory. The project was a key element of National Defence's 2013 Action Plan to address its challenges in inventory management to the Standing Committee on Public Accounts and remains a keystone project in its updated 2016 Action Plan. The project is a departmental effort requiring engagement from many stakeholders to identify, rationalize and dispose of material no longer required and, in parallel, to modernize the business processes for substantive and enduring materiel management improvements. The project comprises four sub-projects that have been designed in such a manner that each successive sub-project builds off the outcomes of the previous sub-projects.

56. ADM(Mat) and ADM(Fin) will continue to lead the delivery of National Defence's 2016 Inventory Management Action Plan and other complementary initiatives designed to improve the effective management of defence materiel and accuracy of materiel data as it relates to quantity, location, condition and price. ADM(Mat) will continue to maintain a robust materiel management oversight and monitoring framework through the use of a nationally contracted stocktaking and stock verification control program with reporting of results to senior management. ADM(Mat) and DOS SJS will jointly complete a supply chain governance study and support the use of analytics to improve performance monitoring.

Procurement and Contracting

57. Procurement and contracting is a key functional area that requires significant planning to ensure goods and services are acquired and supported in a responsible manner. Adherence to regulations and the FAA, planning for appropriate training, and considerations of “green”, sustainable and aboriginal contracting policies are only some of the considerations that must be included in business activities. As the Department continues to execute the Departmental Procurement Strategy (DPS) initiative, it is paramount to ensure organizations continue to adapt their best practices while embracing a culture of innovation and creativity in procurement and contracting, including the establishment of new governance and management frameworks where necessary. A focus on streamlining historical processes has shown that creative and unique solutions with respect to procurement by both the private sector and Allies can yield positive results and innovative approaches to problem solving.

Defence Resource Management Information System (DRMIS)

58. DRMIS (SAP) is the Department’s integrated Enterprise Resource Planning (ERP) system for both materiel and financial management. It effectively integrates financial and materiel information to improve materiel asset visibility and tracking, thereby enhancing inventory accuracy and providing complete, accurate and defendable DND financial statements. L1s shall continue to maximize use of DRMIS for materiel activity/transactions in accordance with MA&S policies and procedures.

Infrastructure

59. **Implement the Defence Energy and Environmental Strategy.** **ADM(IE)** will lead the department in contributing to achieving Canada’s commitments in greenhouse gas reductions, DND’s obligations for protection and stewardship of the environment, and adapting to climate change. In support of this strategic objective, the Defence Energy and Environment Strategy sets targets for L1s to contribute to a sustainable Defence portfolio. An investment of \$225 million by 2020 will be made in a wide range of infrastructure projects across Canada to reduce DND’s carbon footprint. **All L1’s** are to consider GHG emissions in the conduct of their operations, development of operational requirements, purchase of their commercial vehicles, and in the development of their infrastructure requirements to support government-wide targets to reduce GHGs

60. **Energy Efficiency.** **ADM(IE) supported by ADM(S&T)** will examine alternative energy options and their potential use for operations. Components include reducing electrical energy consumption at deployed camps, using cleaner fuels, designing more efficient soldier equipment, and providing more efficient power solutions for operations.

61. **Sustainable Real Property Portfolio.** **ADM(IE)** will continue to lead the department’s efforts in disposing of underutilized or obsolete buildings in order to improve the efficiency of the infrastructure portfolio. Each L1 organization will be solicited for real property requirements and will be required to support **ADM(IE)** to validate and prioritize these requirements. As the Department continues to implement this initiative, it is critical that L1 support and leadership is provided and followed through

from the onset. L1 participation in the appropriate real property governance processes at the base/wing, regional and national level must occur as these are the fora to raise and resolve priorities, issues and concerns. ADM(IE), as the Functional Authority for real property, has a responsibility to liaise directly with L1s to ensure that their requirements and concerns are addressed in Real Property plans.

62. **ADM(IE)**, in collaboration with **CFHA**, will lead the departmental effort to improve infrastructure on bases and wings, including required off-base/wing office space and housing for Canadian Armed Forces (CAF) personnel. In doing so, Defence will implement low-risk housing, office space and offsite investment plans to improve the overall condition and sustainability of the DND housing portfolio with the aim of providing safe and accessible accommodation, based on CAF requirements. Defence will examine the infrastructure requirements in support of the Department's Youth Program across Canada, including in remote locations. Additionally, Defence will explore ways to partner with the private sector and will consult with public sector unions.

63. As SSE will see the delivery of number of major systems and growth to the Defence Team, a significant amount of real property investment will be required. As part of a larger group of key initiatives intended to address the capability requirements identified in the Force Capability Plan, L1s are to inform ADM(IE) of new capabilities being planned, or changes in scope to existing capabilities and ensure that ADM(IE) is invited to attend project senior review boards (SRBs).

Communications

64. The 2018-2020 Public Affairs (PA) Strategy sets the overarching objectives and outcomes for CAF/DND communications efforts and is aligned with *Strong, Secure, Engaged* – Canada's Defence Policy. It is the foundation for cooperation, collaboration, and coordination by the public affairs community across Defence in supporting the implementation of the Defence Policy. L1 public affairs teams must be fully involved in the planning and implementation of the policy in their respective chains of command to provide communications advice, guidance, and recommendations to their L1 leadership and to ADM(PA) to effectively support departmental objectives and implement the PA Strategy. Through this involvement, PA practitioners will have a broader context and be able to develop internal and external communications products and activities that are timely, clear, consistent, and coordinated.

65. Effective media relations are essential as Defence is represented in the news media every day. In 2017, Defence responded to 95 percent of media requests within negotiated deadlines and provided interviews for approximately one-third of those requests. However, affecting public narratives and opinion remains a key challenge. With this in mind, Defence PA is increasingly taking advantage of the opportunities presented by social media and updated media monitoring and analysis tools to expand its reach to diverse audiences, encourage engagement with target audiences, and refine the communication of Defence priorities. Moving forward, Defence PA will continue to leverage new digital platforms and tools as an innovative, creative, and useful means of engaging CAF members, DND employees, the media, and the public. Imagery and multimedia are more powerful than words when engaging audiences who look to television, the Internet, and social media for news; bold visuals must be integrated into external and internal PA activities. Engaging defence stakeholders with influence –

on a variety of platforms – is also a vital part of telling the Defence story. Stakeholder engagement efforts are being renewed to ensure they are targeted, coordinated, and aligned to national objectives.

66. Overall, CAF/DND PA will endeavour to meet its desired outcomes of increasing Canadians' understanding of how and why the CAF serves Canada; increasing support for CAF members and DND employees; improving perception of Defence as a good manager of public funds and increasing support for increased defence spending; and finally, improving Canadians' perception of joining the CAF. This approach will allow CAF/DND to engage with Canadians, garner their support, and enhance their connection with and pride in Canada's military. These activities, which will be undertaken to meet the outcomes in the PA Strategy, will in turn support the implementation of the Defence Policy.

Departmental Programme and Submissions Work Plan

67. The DPSWP is a key departmental deliverable that ensures efficient, co-ordinated and focused internal Departmental work efforts. **VCDS (C Prog/DDPC)** will lead the development of the DPSWP in collaboration with the CFO team (DGIPFA). The DPSWP will identify Defence Programme objectives with regards to capability requirements and project priorities. The DPSWP will be approved annually by the Programme Management Board (PMB) and updated semi-annually.

Review Services

68. Program evaluation will systematically and objectively gather and analyze performance data to assess the relevance, effectiveness and efficiency of departmental programs established and will assess how specific program areas are aligned with the implementation of SSE. As required by the Policy on Results, evaluation reports provide neutral, evidence-based findings and recommendations on improvements to better manage programs and optimize results.

69. Programs scheduled for evaluation are identified in the ADM(RS) departmental 5-year evaluation plan that is endorsed by the Performance Measurement and Evaluation Committee. The evaluation plan will be developed and annually updated using a comprehensive risk-based approach that includes both a review of priority-based departmental programs as well as consultations with departmental and TBS management and other key stakeholders. Program officials are encouraged to take into account findings and recommendations from previous evaluations when creating their business plans, and they should familiarize themselves with the current Departmental Evaluation Plan, for information on current and future evaluations.

70. Internal audits and evaluations provide professional, independent and objective advice and guidance, as well as assurance and advisory services designed to add value and improve the effectiveness of risk management strategies and practices; management control frameworks, systems and practices; and governance processes. The Risk-Based Audit Plan (RBAP) is updated annually and identifies the specific audit related engagement work that ADM(RS) plans to complete during the next fiscal year as well as a preliminary indication of the audit work planned for completion in the following two fiscal years. The revised RBAP will be informed by the commitments outlined in SSE.

Security

71. Security refers to the assurance that personnel, information, assets and services are protected. Failure to adequately analyze, evaluate and treat security risks may result in failure of the departmental objectives as well as the CAF operational mission. The ever evolving threat environment does not permit DND/CAF to protect itself against every conceivable threat in every conceivable circumstance. Defence must identify security risks and vulnerabilities in order to manage, combat and reduce those risks.

72. Director General Defence Security (DGDS), as the Departmental Security Officer and the functional authority for security, will lead the Defence Security Program in collaboration with L1 partners to identify security risks through the security risk management process enabling DND/CAF to make evidence-based decisions that support the execution of the Defence Services Program. L1s must ensure that their business plans include the resource requirements to meet their obligations under the Departmental Security Plan.

73. As a key enabler toward achieving better strategic management of security risks, DGDS is working to introduce a number of efficiencies and modern business practices to improve the way DGDS delivers services in support of DND/CAF. With a DND/CAF increase of 6150 personnel, DGDS will be responsible for processing reliability screenings, security clearances, and special access requirements in a streamlined and efficient manner. These clearances will extend to those DND/CAF members participating globally in operations and international engagements. The timely and efficient processing of the Level II and Level III clearances will be a top priority, notably in the areas of Defence Intelligence, Special Operations Forces and Cyber Operators. To achieve this, there is a requirement to modernize policies, procedures and equipment, IM/IT systems and infrastructure as well as augment personnel resource levels.

Move to Carling Campus

74. Led by Public Services and Procurement Canada and supported by Shared Services Canada, the move to the Carling Campus – the new National Defence headquarters – is progressing well. The construction of Phase 2 as well as the transition to Carling Campus is expected to continue in 2018-19. In keeping with business optimization efforts, Defence will continue to implement aspects of Workplace 2.0 at its new headquarters. Defence will also continue to ensure the effective and efficient use of IM/IT and alignment with Government of Canada IM/IT enterprise priorities and directives.

Access to Information Processing (ATIP)

75. Defence must align itself with and support the GC objectives of transparency. The NDHQ Corp Sec will lead the departmental efforts to ensure that access to information processing is performed in accordance with the promulgated policies.

76. The annual Defence IM/IT Functional Planning Guidance (Def IM/IT FPG) contains the Defence IM/IT Programme priorities and guidance for L1 planners to assist them in developing their business and IT plans in each of the eight IM and IT functional areas. Additionally, the Department-wide implementation of GCDOCS is critical for addressing known information sharing/management problems.

77. L1s must ensure that they identify their IM/IT requirements in support of SSE initiatives through the existing Defence business intake/governance processes. Some of the SSE impacts are already reinforced in the Def IM/IT FPG through Business Relationship Management as follows:

- a. Demand management – ensuring that the SSE aligned capability requirements are submitted through DBRM;
- b. SSC support requirements for SSE initiatives are raised;
- c. SSE initiatives will be clearly identified in L1 IT Plans; and
- d. The PRICIE analysis framework is used for SSE initiated projects paying particular attention to the impact on integration into the Defence Services Program.

CONCLUSION

78. SSE presents a new vision and approach to defence by the Government of Canada. Defence Plan 2018-2023 will serve as the key enabler for its successful and timely implementation. In continuing to provide clear direction and a coherent strategic planning framework, Defence Plan 2018-2023 will serve to focus Defence's collective planning efforts and allow the Department and CAF to best allocate the resources provided in order to achieve the vision described within SSE. **We will deliver!**

J.H. Vance
General
Chief of the Defence Staff

J. Thomas
Deputy Minister

Annexes and Appendices

- Annex A - Appendix 1: Defence Plan 2018-2023 Summary of Tasks
- Appendix 2: Defence Plan 2018-2023 Summary of Tasks (SSE)
- Annex B - Regular/Reserve/Civilian Growth
- Annex C - Planned Notional Allocations for FY 18/19 – 20/21 Business Planning
- Annex D - Governance (TBP)
- Annex E - References

Distribution List

Action

VCDS
DOS SJS
ADM(Pol)
ADM(Mat)
Comd RCN
Comd CA
Comd RCAF
CMP
Comd CJOC
Comd CFINTCOM

Comd CANSOFCOM

ADM(Fin) / CFO

ADM(IE)

ADM(IM)

ADM(HR-Civ)

ADM(IM)

ADM(S&T)

ADM(RS)

JAG

DND/CF Legal Advisor

ADM(PA)

DRT

Information

Snr Assoc DM

Assoc DM

Corp Sec

C Prog

CFD

CFGB

CMJ

DB

DGDS

C Fin Mgt

DGIPFA

MPCC

Annex D – References

References: A. Strong, Secure, Engaged: Canada's Defence Policy, 7 June 2017

B. Defence Plan 2016-2019, 19 June 2015

C. Department of National Defence and the Canadian Armed Forces 2017-18 Departmental Plan

D. Initiating Directive – Defence Policy, 28 July 2017

E. Departmental Results Framework, 11 December 2017

F. CDS Directive – CF Force Posture and Readiness 2016, 4 August 2016

G. Defence Analytics Capability Initiating Directive, 28 July 2017

H. Canadian Armed Forces (CAF) Staffing Categories, 18 December 2017