



- Appointed in February 2020.
- Joined Canada’s Public Service in 2000.
- Spent her first years at Global Affairs Canada, including in Cabinet Relations and International Trade Negotiations and Policy.
- Taught international trade and international relations at graduate and undergraduate level at Johnson and Wales University and University of Gothenburg in Sweden.

MANDATE

- Provide corporate services to/for:**
- Support the Minister of National Defence and the Minister of National Defence’s Office
 - Respond to Ministerial correspondence
 - Support Governor in Council appointments
 - Ensure compliance with the Access to Information and Privacy Acts
 - Management and Support of Corporate Governance
 - Strategic Support to the Senior DND Leadership
 - Mainstreaming the integration of GBA+ and the use of findings for decision making across DND/CAF
 - Expand Canada’s support for UN peace operations including women, peace and security (WPS) agenda

KEY FACTS

- Total Employees:** Approx. 220
- Budget:** \$20M
- NDHQ Pearkes**
- Meeting Coordination and Ministerial Briefings
 - Correspondence support to Minister
 - Departmental Assistant and Liaison Office
- NDHQ Carling**
- Director, Governance and Management Services
 - Director, Strategic Corporate Services
 - Director, Gender, Diversity & Inclusion
 - Director, Access to Information and Privacy

KEY PARTNERS

- Internal:**
- Minister of National Defence’s Office
 - Deputy Minister’s Office
 - Chief of the Defence Staff’s Office
 - Assistant Deputy Minister (Public Affairs)
 - Assistant Deputy Minister (Policy)
 - Strategic Joint Staff
 - Chief of Military Personnel
 - Assistant Deputy Minister (Human Resources)
 - Chief Professional Conduct and Culture
- External:**
- Privy Council Office
 - Treasury Board Secretariat
 - Office of the Information Commissioner
 - Office of the Privacy Commissioner
 - Women and Gender Equity Canada
 - Global Affairs Canada

TOP ISSUES

Diversity and Inclusion

- Conducting GBA+ for all DND/CAF activities and the use of findings to inform decision is crucial to positive outcomes for D&I and culture change.
- WPS and the Vancouver Principles on the prevention of the recruitment and use of child soldiers as criteria in military planning of operations to enhance Canada’s leadership on issues of Human Rights.

Governance

- Facilitate effective decision making across DND/CAF by ensuring Stakeholder accountability.

Governor in Council Appointments

- Timely Ministerial decisions on GiC appointments.
- There are 12 positions requiring appointments in 2021-2022.
- There are a total of 26 GiC appointments in the Defence portfolio.

Ministerial Correspondence Unit

- Timely responses to Ministerial correspondence and invitations.
- High volume of correspondence and invitations expected in the first 180 days of the Minister’s tenure.
- Review of processes with the Minister of National Defence and their office to ensure timely responses that meet the Minister’s intent.

Access to Information and Privacy Requests

- High volume of Access to Information and Privacy requests expected to continue this FY on sensitive and complex subjects (Sexual Misconduct, COVID-19 and Afghanistan).
- ATIP Annual Reports must be tabled within 15 days of Parliament resuming post-election. DND/CAF ATIP on-time compliance rates are lower this year and were negatively impacted by the pandemic and ongoing staffing shortage of ATIP analysts. The backlog of files increased during the pandemic.
- Implementation of the Management Action Plan to address the Information Commissioner Systemic Investigation into DND handling of ATIP issued in July 2020 is 78% complete.
- The Directorate of Access to Information and Privacy provides document review and redaction services to support Departmental responses to House of Commons Committees Motions for the production papers. This support is expected to continue this FY.
- Personal Information and Privacy Protection is a priority for DND/CAF and a Defence Team Privacy Management Framework is under development.