



- Executive Director.
- 25+ years of public and private sector experience in strategic planning, evaluation, review and results management including 8+years with Public Safety Canada portfolio .
- Led Transformation and Change Management Projects in various departments.
- MA (U of Ottawa), BSc (Health) (U of Windsor), BSc Education (U of Windsor).

MANDATE

- Provide strategic advice to the DM, CDS and other stakeholders on National Security and Intelligence (NSI) external reviews.
- Provide consolidated, comprehensive, and timely DND/CAF responses to reviews from the National Security and Intelligence Committee of Parliamentarians (NSICOP) and the National Security Intelligence Review Agency (NSIRA).
- Acts as the Secretariat for the Defence Intelligence Oversight Board (DIOB), the highest ranking integrated Defence Intelligence body providing strategic management and oversight of DND/CAF Defence Intelligence programs, administration and activities.

KEY FACTS

**Total Employees:** 13 civilians  
**Budget:** Total: \$ 1.9M

**Primary location(s):** 101 Colonel By Drive (Pearkes Building) & Carling Campus

**Structure:** Executive Director reports directly to the DM and CDS.

KEY PARTNERS

- Internal:**
- Canadian Forces Intelligence Command
  - Strategic Joint Staff
  - Office of the Judge Advocate General
  - Canadian Forces Legal Advisor
  - Assistant Deputy Minister (Policy)
  - Assistant Deputy Minister (Public Affairs)
- External:**
- NSICOP
  - NSIRA
  - PCO
  - Other government departments in the security and Intelligence community

TOP ISSUES

External Reviews (General)

- DND/CAF fully supports external review and is committed to working with NSICOP and NSIRA.
- Challenges for the department have included record-keeping practices, multiple IT systems, and a culture shift towards sharing information, including highly sensitive material.
- DND/CAF continues to address issues with new processes and practices.

Defence Intelligence Oversight Board

- DM and CDS Co-chair with meetings held at least three times per year. MND receives annual report.

NSIRA – Annual Reviews

- **Review of Departmental Implementation of the Avoiding Complicity Act (ACA) 2020** – In the previous 2019 Report, NSIRA raised concerns regarding the lack of standardized country/entity assessments.
- **Security of Canada Information Disclosure Act (SCIDA) Review 2020** – NSIRA has joined with the Office of the Privacy Commissioner to review departmental compliance with the Act.
- Both reports expected late fall 2021.
- MND will be expected to review Whole of Government response to recommendations.

NSIRA –Ongoing Reviews

- **Defence Intelligence Enterprise (DIE) Scoping Review** – Focused on internal oversight, review, and compliance.
- **HUMINT Review** – Launched in June 2021 to examine the entirety of DND/CAF Human Source Handling Program.
- **Canadian Forces National Counter-Intelligence Unit (CFNCIU) Ops Review** – Focused on areas identified in NSIRA's previous CFNCIU Review.
- **OSINT/MEDINT** – To be launched in early fall 2021.

NSICOP – Ongoing Reviews

- **Review of GAC's intelligence activities** - Implicates DND/CAF operations abroad, with a report due in 2022.
- **Cyber Defence Review** - Examined the government's framework for cyber-defence activities, limited discussion of DND/CAF. The report has been provided to the Prime Minister, is expected to be tabled in Parliament in the fall. Publication expected in early 2022.

NSICOP – Reviews To Date

- **2019 Special Report on the Collection, Use, Retention and Dissemination of Information in the Context of DND/CAF Defence Intelligence Activities (CANCIT)** - Recommended the MND legislate defence intelligence to ensure that DND//CAF fully complies with the *Privacy Act* in intelligence activities conducted abroad.
- **Annual Report, 2019** - Critical of challenges faced in the area of diversity and inclusion in the CAF and will conduct a follow-up study.
- Reports were tabled in Parliament in early 2020 and DND/CAF continues to address recommendations.