



- Assumed responsibilities as Acting Chief of Military Personnel Command and Acting Commander Military Personnel Command in October 21.
- Service includes international operations, including on HMCS Montreal and as Commander Joint Task Force OP IMPACT. Within Chief of Military Personnel, she was recently Deputy Commander.

MANDATE

- To recruit, train and educate, prepare, support, honour and recognize military personnel and their families for service to Canada.

KEY FACTS

Total Employees (August 2021): 19,151

- Civilians: 3,846
- Military:
 - 9,178 Regular Force
 - 2,171 Reserve Force
- Advanced Training List: 696 (ATL)
- Basic Training List: 3,260 (BTL)

Budget: \$7.442 B for Fiscal Year 2021-2022 (\$5.381 B is for Corporate Regular and Reserve Force Pay and Allowances)

Primary location(s):

- Ottawa, CFB Borden, Kingston (RMC), St-Jean (CMR), and multiple Recruiting Centres (26), Transition Centres (32), and Dental/Health Services Clinics (48)

KEY PARTNERS

Internal:

- The Defence Team
- Canadian Forces Housing Agency
- Canadian Forces Morale and Welfare Services

External:

- Veterans Affairs Canada
- Treasury Board of Canada
- The Department of Justice Canada
- Canadian Institute for Military and Veteran Health Research
- Five-Eyes partners
- Library and Archives Canada
- Provincial and Territorial Govts
- Intergovernmental Affairs

TOP ISSUES

Sustainable Culture Change

- Supporting the alignment of CAF culture and professional conduct through GBA+ aligned:
 - HR policies
 - Benefits and compensation
 - Recruitment and retention strategies
 - Career progression
 - Training and education
- In order to foster a safe, healthy, diverse, inclusive, equitable, respectful institution and profession of arms

CAF Reconstitution

- Developing strategies to mitigate both pandemic and culture crisis impacts on attraction, to ensure a sustainable and operationally effective CAF that is respectful and reflects the society it serves:
 - Diversity and Inclusion at the forefront of planning
 - Culturally consistent testing and training
 - Holistic “family” focus
 - CAF Profession of Arms doctrine modernization
 - Retention strategy aligned
 - Data and analytics driven

Innovation In Personnel Management

- Aligning military personnel selection processes with Employment Equity, GBA+ compliance, and suitability through:
 - Culture Reform Training and Education
 - Modernized digital recruiting platforms
 - Psychometric screening for career advancement
 - Business Process Modernization

Compensation and Benefits

- Re-assessing ways to mitigate the impacts of service life on members and their families; to include:
 - Data and analytics to improve policy development, service delivery, and timely grievance administration
 - Reframing the Post Living Differential policy
 - Expanding the Home Equity Assistance policy

Service Delivery

- Evaluating how members access support services related to: career transition tools, geographical relocation, and pay, pension and benefits, as well as:
 - Total Health and Wellness, including targeted Women’s Health Programs
 - Canadian Forces Health Care Modernization and Digital Health Care
 - Expanded Member and Family Transition Support