



- Appointed in July 2020.
- More than 25 years of public service.
- Served as Chief of Staff to the Clerk and Deputy Clerk of the Privy Council.
- Led policy development with Foreign Affairs and International Trade and the Department of Fisheries and Oceans, crisis response for Passport Canada, and public consultation with the Bank of Canada.

MANDATE

- Communications advice, guidance, services and products in support of Government defence priorities.
- Direction and guidance to the DND/CAF public affairs federation aligned with the Treasury Board Directive on the Management of Communications.
- Communicate DND/CAF policies, priorities and activities internally and externally.
- Implement strategic marketing and advertising related to recruitment.
- Coordinate with whole of government strategic communications efforts.

KEY FACTS

Total Employees: 374 (225 civilian, 149 military)

Budget: \$33.7M

Primary location: National Defence Headquarters (Carling and Pearkes), and National Printing Bureau (Gatineau).

Across DND/CAF approximately 55% of public affairs resources reside with and report to other senior leaders.

KEY PARTNERS

Internal: Entire Defence Team

External:

- Central agencies
- Other Government Departments including Global Affairs Canada, Public Services and Procurement Canada, Public Safety Canada
- North American Aerospace Defence Command
- NATO, Five Eyes Partners, United Nations
- Defence and security experts including academia

TOP ISSUES

People, Conduct and Culture

- Credible communication of measurable, enduring cultural change in support of our people to rebuild public confidence (ongoing).
- Clear communication regarding implementation of Justice Fish recommendations (military justice).
- Re-launch of Recruitment Advertising Campaigns and support to force reconstitution paramount in the face of pandemic-related challenges (Immediate – for awareness).
- Total Health and Wellness Strategy (internal – Fall 2021).

CAF Operations & Activities

- Public awareness and understanding of breadth of CAF operations internationally (NATO, UN, partner) and high deployment of CAF resources in support of Canadian civil authorities (pandemic, forest fires, flooding), challenging in the communications space dominated by controversy.
- Communications approach (active, passive) varies by sensitivity of the operation, operating location, or needs of the operations lead.

Defence Policy and International Relationships

- Communications regarding international engagements reinforces global engagement:
 - Five Eyes Defence Ministers' Meeting (September, TBC);
 - Commander NORAD and USNORTHCOM visit to Canada and Canadian Arctic (NORAD Modernization and defence, date TBC).

Procurement and infrastructure

- Defence procurement can be highly complex and involve many internal and external stakeholders.
- Major procurement projects have complex histories:
 - Future Fighter Capability
 - Canadian Surface Combatant
- Infrastructure issues (condition - Sherbrooke Armouries) or local environmental concerns (presence of PFAS – a toxic chemical found in water) are local concerns but national issues.