

**CANADIAN FORCES
PERSONNEL SUPPORT AGENCY**



**AGENCE DE SOUTIEN DU PERSONNEL
DES FORCES CANADIENNES**

CFPSA/NPP Annual Report 2005-2006

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In my second year as CEO of the Canadian Forces Personnel Support Agency (CFPSA), I am again pleased to highlight our delivery of morale and welfare (MW) services to the Canadian Forces (CF) community.

Since 1996, the CFPSA has been committed to providing quality, accessible and relevant products, programs and services to all current, retired and former members of the CF Regular and Reserve Force, military families, employees of the Department of National Defence (DND), and personnel of the Staff of Non-Public Funds, Canadian Forces. While the CFPSA has undergone significant evolution since its inception, our focus of "Serving Those Who Serve" is as evident today as it was ten years ago.

Over the past year, with the introduction of various customer-centric processes, we continued to demonstrate our commitment to meeting the changing needs of those we serve. Notably, we launched the Canadian Defence Community Banking (CDCB) program, providing a wide range of banking products uniquely suited to the military community; we initiated a Customer Relationship Management program that will provide central client administration and information coordination for MW services; and we expanded the availability of branded service options, such as Tim Hortons and Subway.

Two years ago, the CFPSA began realigning its corporate direction and operational processes more closely with the organizations we serve. By early 2006, we have completed much of this harmonization. Guidance on contracting within a NPF framework was formalized into policy that is reflective of Public contracting; our travel policy more clearly reflects Treasury Board (TB) guidelines and the NPF Harassment Prevention Policy and Guidelines were approved.

While, from a corporate perspective, the CFPSA forged significant advancements in the past year, each operational division also attained record success in 2005.

CANEX expanded the availability of branded retail options for consumers, introducing a ROOTS Army/Air Force/Navy clothing line. Discussions also began with Tim Hortons for an outlet in Kandahar, the result of which was an official opening Canada Day 2006. A stronger organizational structure translated into increased overall profitability, resulting in a CANEX contribution of \$3.1M in support of national and local MW initiatives.

PSP enhanced its provision of sport, fitness, recreation and health promotion programs in accordance with the CDS's increased priority on physical fitness. PSP also continued to expand its support to deployed CF members by offering show tours featuring award-winning Canadian artists and deploying over 100 support staff to Afghanistan.

SISIP FS increased its number of term life insurance clients by 2000, expanded the number of clients accessing financial planning services by 600, and provided financial counseling advice to over 9,000 CF members. SISIP Financial Services (FS) worked closely and cooperatively with Veterans Affairs Canada to develop an effective transition plan in accordance with the new Veterans' Charter.

The Finance and Informatics, Human Resources and Internal Audit and Review divisions continued to provide responsive, accurate and efficient support to the over 5,800 personnel of the Staff of Non-Public Funds, Canadian Forces. Of particular focus this past year was our goal to increase awareness of MW services and the CFPSA throughout the CF community. To this end, as of January 2006, our web site, www.cfpsa.com, received over 80,000 monthly visits, up 45% from the previous year.

As the CFPSA continues to evolve and improve, we remain committed to serving our customers and stakeholders. In 2006, we look forward to strengthening the role of Non-Public Property (NPP) throughout the CF community; increasing the visibility and knowledge of MW; and continuing to strengthen the viability of programs and activities.

A handwritten signature in black ink, appearing to read "Doug Langton".

Sincerely,
Major-General Doug Langton
Chief Executive Officer

OUR DIVISIONS

SERVING THOSE WHO SERVE

At CFP SA, we serve our client groups through three operational divisions: CANEX, SISIP Financial Services (SISIP FS), and PSP. Through our programs, services and activities, we demonstrate our commitment to identifying and meeting the unique and evolving needs of the military community.

In addition to offering CANEX retail services and SISIP Financial Services, in partnership with the Environmental Chiefs of Staff and Base/Wing Commanders, CFP SA provides Personnel Support Programs (PSP) aimed at increasing the physical and emotional well-being of military men and women and thus, contributing to the operational readiness and effectiveness of the CF.

Along with the three operational divisions, our three support divisions – Finance and Informatics, Human Resources, and Internal Audit and Review – work together to ensure that we provide the appropriate services, at the right time, to the right people, at the right place. Our operational divisions continue to serve the CF by identifying and meeting the special needs of the military community, through a myriad of programs and services.

OUR MISSION

To enhance the quality of life of the military community, thus contributing to the operational readiness and effectiveness of the CF.

SISIP FS

- Life and Disability Insurance Financial Planning Division
 - Financial Planning
 - Financial Counselling
 - Financial Education
- CF Personnel Assistance Fund (CFPAF)
- CF Group Retirement Savings Plan

CANEX/NATEX

- Club XTra Customer Loyalty Program
- Concessions
- Convenience and Retail Stores
- Food Services
- Group Home and Auto Insurance
- Home Heating Oil Program
- No Interest Credit Plan

PERSONNEL SUPPORT PROGRAMS (PSP)

- Deployed Operations
- Military Family Services
- Physical Fitness
- Human Performance and Health Promotion
- Recreation
- Youth Model
- Messes
- Canadian Forces Newspapers
- National and International Sports
- R&D into Human Performance
- Corporate Sponsorship and Donations

CANEX

Through the retail operations of the CANEX Division – ExpressMarts, Grocery Stores, Retail Stores, Food Services and concessions – CFPSA provides goods and services tailored to our clients' needs and location.

2005-06 was a year of strong growth and significant change for CANEX. From an organizational perspective, CANEX moved from a geographical or regional structure to one of operational oversight and responsibility by functional line of business; retail, convenience and services. The objectives of this significant change were to ensure strong HQ operational focus, facilitate consistency in direction and oversight of field operations, establish clear accountability and, overall, ensure common strategic direction and priorities. These changes resulted in strong sales growth and profit margins as well as improved monitoring and control of expenses, which in turn were reflected in the strong bottom line.

CANEX purchased two Tim Hortons trailers and equipment which, in concert with PSP Deployed Operations, were shipped to Afghanistan to serve Canadian and other international military forces serving at Kandahar Air Field. The official opening of the first "international Tim Hortons," a significant addition to deployed operations Morale and Welfare Programs, occurred on Canada Day 2006.

Development and implementation of new programs were combined with expansion of existing programs during the year. The Personal Insurance Program continued to perform extremely well and enjoyed a 98 per cent retention rate for current customers, combined with a new customer sign up rate of 50 per cent of those quoted. This translated into the best year yet for this program.

2005-06 saw the rollout of the Army/Air Force/Navy Roots branded clothing program across Canada, after a successful test of the Navy Roots program last year. A new line of Canadian Disruptive Pattern (CADPATM) – the digital camouflage pattern currently used for CF uniforms – military accessories was also developed and is now enjoying strong sales growth. Work commenced on the development of a new standardized design for all new CANEX construction for the future, which will have application for projects scheduled in the coming year for Comox, Winnipeg and Trenton.

Infrastructure revitalization remained a priority. Major projects commenced and/or were completed during the year included: a new Expressmart for A Block Halifax, a Southside ExpressMart and new Tim Hortons for Trenton, and an Expressmart expansion at Wainwright.

PERSONNEL SUPPORT PROGRAMS DIVISION

As a division of the CFPSA, and a part of the fabric of the CF Community, Personnel Support Programs (PSP) Division is committed to 'Serving Those Who Serve'. Below is a selection of 2005-06 PSP highlights.

PSP Construction

In anticipation of a follow up program to the PSP Re-Capitalization Project of 1998-2002, initial steps have been taken with ADM(IE) staff to conduct a condition survey of present PSP facilities. Local units were consulted in order to validate a list of present inventory and identify future requirements.

Canadian Forces Newspapers

There are 18 CF Newspapers (CFN) on bases and wings across Canada, with a combined circulation of 90,000. CFNs – published under the Commanding Officer's authority – are NPP activities managed locally through PSP by Staff of the NPF, CF. Two thirds of the newspaper's revenue is generated from local and national advertising sales. Revenues for fiscal year 2005-06 totaled \$2,979,712; including \$145,582 from national advertising.

In April, 2005, the CFN policy was approved by the NPP Board of Directors, and replaced the previous CF Administrative Order (CFAO). CFPSA is responsible for CFN policy, national advertising sales and training sessions and for organizing an annual conference.

Corporate Sponsorship and Donations

In December 2005, the NPP Sponsorship and Donations policy was approved. This policy will become the basis of the upcoming NPP Authorized Sponsorship and Donation Agent certification course.

Local NPP Sponsorship and Donation programs are operated at various bases, wings and units across Canada under the authority of the base/wing commanders. Non-standardized financial coding in the field has been identified as a challenge to be addressed next fiscal as it does not allow for complete national roll-ups of sponsorship and donation revenues.

In the meantime, existing conservative records suggest that approximately \$1.4 million revenue was contributed from sponsors and donors in fiscal year 2005-06 at both Headquarters and locally at bases, wings, and units. In addition to these revenues, it is estimated that an equal value has been contributed as product-in-kind (PIK). These contributions go directly to enhancing morale and welfare programs for the CF members and their families.

Deployed Operations

A new CF Radio and Television (CFRT) contract was signed in January 2006. CFRT will continue to transmit via satellite live radio and television programming to CF members deployed in Europe, Afghanistan, the Middle East, and to Her Majesty's Canadian Ships in the Persian Gulf region

During the past year, PSP Division has recruited, trained and deployed 80 civilian CFPSA personnel to Task Force Afghanistan (TFA). We also participated in the theatre activation for Operation Archer in Kandahar commencing in August 2005. Operation Athena, Camp Julien, ceased operations in November 2005 and Operation Archer, Kandahar stood up concurrently. During the closure of Camp Julien, 20 sea containers of morale and welfare equipment were packed, moved, and set up at Kandahar Airfield (KAF). This year also saw the completion of planning for an important addition to deployed operations – the opening of a Tim Hortons outlet in Kandahar. Now, PSP has 55 CFPSA employees delivering morale and welfare programs for the military staff of TFA.

Human Performance and Health Promotion

Health Promotion (HP) program highlights for 2005-06 include: The Second Annual HP National Conference held in May 2005. HP core programs in Addiction Awareness and Prevention, Injury Prevention/Active Living, Nutritional Wellness, and Social Wellness will continue to be rolled out to the CF.

These programs are developed by the Director General Health Services (DGHS) staff at DND, and delivered by CFPSA HP personnel at bases/wings/units. Programs are available to Defence team members including: CF Regular And Reserve Force members, retired and former CF personnel, military families, DND employees, and NPF employees.

Research and Development

The Agency's Research and Development section improved the Fire Fighters Physical Fitness Maintenance program, including the research and development of Fire Fighter Selection Standards, and research on women's capability to meet physical performance requirements of the professional fire fighter.

Work continues on elite level physical fitness standards, and programs for special operations in the CF. Phase 3/3 of the CF Divers physical fitness maintenance standards is complete, and final recommendations will be provided in support of CF physical fitness maintenance standards for CF diving operations. Work is in progress to develop a Minimum Physical Fitness Standard (MPFS) for CF Personnel 55 years and older, which will be in concert with the CF MPFS which is currently in use in the CF.

In the spring of 2005, a comprehensive pregnancy, exercise, and nutrition program was delivered to the CF. Ongoing work on a 'Compendium of Research on Military Related Injuries', for the Director of Casualty Administration and Support, will assist Veterans Affairs Canada (VAC) in understanding military activities and their contribution to chronic injury of CF members.

Mess Services, Hospitality, Sports, Recreation, and Finance and Informatics

In January 2006, the Customer Relationship Management (CRM) Program was approved by the NPP Board of Directors. CRM is a joint PSP Division and Finance and Informatics Division program that has been under development for five years. It will align and integrate morale and welfare programs and services on bases and wings across Canada.

Military Family Services

This was the first year of funding the Canadian-based Military Family Resource Centres (MFRC) using a Memorandum of Understanding and the out-of-country Canadian Military Family Resource Centres (C/MFRC) by way of Service Level Agreements. The Directorate of Military Family Services (DMFS) now has the framework that, along with quarterly expenditure reports and the Service Delivery Agreements, mark us as an accountable organization. In addition, the revised DMFS funding mechanism with clearly delineated roles and responsibilities introduced last year is now web based and continues to ensure that our support of CF families is second to none.

In keeping with its continued commitment to evaluation and accountability, DMFS kicked off a new approach to national evaluation of the MFSP after consultation with stakeholders and regional training of MFRCs.

The Mission Information Line (MIL) continues to provide vital support services to the increasingly frequent calls from families of deployed members.

Recreation

Recreation programming in Europe saw a pilot project for new swimming programs. In partnership with the National Lifesaving Society, PSP Recreation successfully piloted new swimming programs for all skill levels during 2005-06.

A review of swimming programs will be conducted in 2006-07, related to the notion of Customer Relationship Management (CRM).

To align and integrate recreation programs, PSP Recreation continued work on software applications related to recreation management and CRM.

Additional PSP programs include:

- **National Sports:**
- **International Sports:**
- **Physical Education:**

Youth Model

2005-06 is a milestone year for the CF National Youth Model. In support of the enhancement of CF Youth, the Connecting CF Youth web site, targeting youth of CF families, was officially launched in September 2005. The web site was designed by a group of 70 Canadian military youth located around the world, through an innovative youth engagement project funded by National Defence Online (NDOL).

Canadian Military Community Youth programming progressed with development of the "virtual" outreach initiative, which was directly responsible for connecting over 425 CF youth who actively use the Connecting CF Youth web site.

Of the \$2.3 million allocated by the NPP Board of Directors to the Youth Model (over three years), the first generation of Youth Model Funding is being disseminated to bases and wings using a joint "PSP and (C/MFRC)" service delivery model. This funding supports the enhancement of national and local youth programs, services, resources, facilities, partnerships, and employment/volunteerism strategies.

A youth movie trailer has been created and plays in base theatres to promote the CF Youth initiative. With the success of the youth model pillar, Connecting Youth, the next pillar, Healthy Choices, will be developed in 2006-07.

SISIP Financial Services

For almost 40 years, SISIP Financial Services (SISIP FS) has been providing financial products and services exclusively to serving and former members of the CF and their families. SISIP FS understands that careers in the CF have unique requirements and needs, and that is why its financial products and services are tailored to the military lifestyle. It also has a team of dedicated professionals located in 18 offices across Canada.

Insurance Services Division

SISIP FS insured almost 122,000 CF serving and former members along with their spouses/partners under various term life insurance plans. More than \$29 million in life insurance benefits were paid to beneficiaries. SISIP FS also introduced the new Insurance for Released Members (IRM), replacing Coverage After Release (CAR). Maintaining the same competitive rates as CAR, the IRM also includes a great additional feature not previously available under CAR: accidental dismemberment benefit for dependent children.

Financial Planning Division

Financial Planning

- Provided comprehensive financial planning services, including advice and investment products, to over 4,300 clients with more than \$75 million in investments under management.

Financial Counselling

- Financial counsellors assisted over 9,000 CF members and their spouses by providing timely advice and assistance to those who were experiencing financial difficulties.

Personal Financial Management Education Program

- Over 7,000 recruits, officer cadets and junior and senior supervisors participated in the various personal finance courses offered through formal CF training programs.

CF Personnel Assistance Fund (CFPAF)

CFPAF provided \$12 million in financial distress loans and grants, self-improvement loans, and educational assistance loans to approximately 5,000 CF personnel, their spouses/partners and dependents.

Contribution to the CF Community

SISIP FS enhanced the lives of many in the CF community by financially contributing to these causes:

- CFPSA Morale and Welfare Unit Grants
\$2.5 million
- CF Youth Program
\$950,000
- Volunteers' Recognition Program
\$100,000
- Annual CF Sports Award Ceremony
\$50,000
- OP Santa Claus
- Partner of the "March 1st I Quit" smoking cessation challenge

FINANCE AND INFORMATICS

The CF Central Fund (CFCF) investment return for FY 2005-06 was 17.1 per cent compared to its benchmark of 13.2 per cent. Investment income for FY 2005-06 was \$18.4 million. During the year, the Investment Committee recommended to the Board of Directors that management of CFCF investments be contracted out. The engagement of an outside investment manager should be completed in FY 2006-07.

The Canadian Defence Community Banking program was launched nationally in September 2005. Automated kiosks providing information on a number of national and local MW programs were installed at 12 bases/wings, with another approximately 30 kiosks to be installed in 2006-07.

The Finance and Informatics Division assumed responsibility for CANEX central billing and store management systems this year and the transition to full NPF accounting for European operations has been completed.

Content and usage of CFPSA internet and intranet sites continues to rapidly expand. The web single sign-on project has been completed, providing greatly improved web application administration, security and access. In conjunction with Human Resources Division, significant progress was made in the implementation of payroll streamlining.

HUMAN RESOURCES

HR Division supports the goals of operational divisions (CANEX, SISIP FS and PSP) by providing – in a cost-effective manner – a full range of HR services. Services include recruiting and selection, labour negotiations, employee relations, pension and benefits, an Employee Assistance Program, rewards and recognition, and ensuring all HR components comply with applicable federal legislation.

Major concentrations this year include development of a multi-year official languages action plan to ensure that CF members and families are served in their language of choice. Further occupational health and safety measures have been implemented, including the introduction of workplace hazard assessments and environmental management, to ensure that our employees and customers have safe and healthy work places. In addition, HR Division has been effectively responding to the increased challenges of engaging and preparing employees to serve in deployed operations, and specifically, meeting the short notice requirement to staff the Tim Hortons outlet in Kandahar. Further progress has been made in harmonizing HR programs and initiatives with those of DND/CF by finalizing a Joint Statement of Understanding (JSU) on Official Languages and a JSU on Employment Equity and Diversity, Awards and Recognition, and Training and Development.

A notable achievement was the announcement by the Canadian Human Rights Commission that CFPSA had successfully met the requirements of the mandated employment equity measures.

INTERNAL AUDIT AND REVIEW

Internal Audit and Review (IA&R) professionals work behind the scenes to strengthen corporate governance. This fiscal year, the IA&R Division provided independent objective assurance, advice and consultancy support to the NPP Board of Directors, Environmental Chiefs of Staff, Base/Wing Commanders and the CFPSA, through a series of 37 projects, reviews, and internal audits.

In addition to assurance and consultancy services, VP IA&R is responsible for the implementation of the NPP Ethics Policy. This policy offers a reporting mechanism for NPP staff to present possible ethics violations, without fear of reprisal. IA&R reviews/ investigates all issues reported, and responds appropriately. Work is underway to integrate awareness of Ethics beyond the issuance of this policy.

The *CFPSA Internal Audit & Review Charter* governs the functions performed by the IA&R Division auditors. It is the authoritative document that details the Mission, Scope, Authorization and Responsibilities for IA&R coverage, in support of the NPP Board of Directors. This document underwent a comprehensive revision this past year, ensuring that it continues to be fully compliant with the *Standards for Internal Auditing* developed by the Institute of Internal Auditors.

The division issued 25 IA&R Reports wherein auditors proposed solution-oriented recommendations aimed at improving efficiency, effectiveness, and economy across a broad range of NPP operations at all levels – locally and nationally.

IA&R provided support to Deployed Operations, Base Funds, Special Interest Clubs, HR Management, Finance and Administration, and developed and facilitated an Enterprise Risk Management (ERM) for CFPSA senior managers.

CONTRIBUTIONS TO THE CF COMMUNITY

Serving members of the CF, both Regular and Reserve Force, make up CFPFA's largest client group. CFPFA also offers a range of services to CF members in retirement or after they have completed their careers. As "authorized patrons," retired and former members continue to benefit from the activities, services, and programs available through CFPFA.

As an NPP entity, CFPFA invests in the CF community. During 2005-06 we have made the following financial contributions to local base/wing programs and services.

CANEX TOTAL CONTRIBUTIONS (\$) TO BASES/WINGS FY 2005-06

Bagotville	60,949
Borden	269,402
Cold Lake	138,874
Comox	44,061
Edmonton	166,583
Esquimalt	177,403
Gagetown	153,082
Gander	1,779
Goose Bay	96,064
Greenwood	49,938
Halifax	189,935
Kingston	134,514
Kingston (RMC)	32,372
Leitrim	8,953
Montréal	115,500
Moose Jaw	17,136
NDMC O	6,357
North Bay	44,415
Ottawa	160,741
Petawawa	343,730
Shilo	123,989
St. John's	3,533
Suffield	262,208
Trenton	80,754
Valcartier	281,221
Wainwright	104,867
Winnipeg	37,669
Yellowknife	1,557
TOTAL	3,107,588

SISIP FS TOTAL CONTRIBUTIONS (\$) TO MORALE & WELFARE GRANTS FY 2005-06

Alert	6,920
Bagotville	63,150
Borden	127,930
Canada small units	150,650
Cold Lake	85,005
Comox	57,040
Dundurn	9,000
Edmonton	146,960
Esquimalt	143,560
Europe	41,620
Gagetown	148,110
Gander	11,920
Goose Bay	6,480
Greenwood	78,900
Halifax	203,634
Kingston	102,475
Kingston (RMC)	56,568
Leitrim	32,175
Meaford	18,055
Montréal	108,860
Moose Jaw	34,450
North Bay	32,650
Ottawa	200,669
Petawawa	149,530
Shilo	64,575
St. John's	20,850
Suffield	16,025
Trenton	100,440
United Kingdom	11,290
United States	59,310
Valcartier	181,310
Wainwright	36,025
Winnipeg	80,155
Yellowknife	9,870
All others	1,750
TOTAL	2,597,911

NPP BOARD OF DIRECTORS

Chairman:

Chief of the Defence Staff
General Rick Hillier

Acting Chairman:

Chief of Military Personnel
Vice-Admiral G.E. Jarvis

Members:

Vice Chief of the Defence Staff
Vice-Admiral R.D. Buck

Deputy Chief of the Defence Staff
Vice-Admiral G. Maddison
followed by Lieutenant-General M.J. Dumais

Chief of the Maritime Staff
Vice-Admiral M.B. MacLean
followed by Vice-Admiral D.W. Robertson

Chief of the Land Staff
Lieutenant-General J.H.P.M. Caron

Chief of the Air Staff
Lieutenant-General K. Pennie
followed by Lieutenant-General J.S. Lucas

Assistant Deputy Minister
(Finance and Corporate Services)
Mr. R. Monette

Judge Advocate General
Major-General J.S.T. Pitzul
followed by Colonel D. McAlea

DND/CF Legal Advisor
Ms. L. Holland

Chief Reserves and Cadets
Major-General H. Petras

Chief Executive Officer, CFPSA
Major-General D.W. Langton

CF Chief Warrant Officer
Chief Warrant Officer J.L.D. Gilbert

Deputy Chief of Defence Staff
Gp Chief Warrant Officer
Chief Warrant Officer V.P. Rioux

Chief Military Personnel Chief Warrant Officer
Chief Warrant Officer M. Nassif

Maritime Command Chief Petty Officer
Chief Petty Officer First Class K.E. Davis

Air Command Chief Warrant Officer
Chief Warrant Officer R. Bouchard

Land Force Command Chief Warrant Officer
Chief Warrant Officer G.R. Lacroix

Secretaries:

Colonel S.R. Fash, Director, NDHQ Sec

Lieutenant-Commander C.J. Learn, NDHQ Sec

NPP COMMITTEES

Audit and Accountability Committee

Chair:

Lieutenant-General M. Caron, Chief of the Land Staff

Members:

Brigadier-General Leclerc, A/Chief of Review Services
Chief Warrant Officer J.L.D. Gilbert, Canadian Forces Chief Warrant Officer
Mr. K. Dye
Major-General D.W. Langton, President and Chief Executive Officer, CFPSA
Mr. Terry P. Payan, Vice-President Internal Audit & Review, CFPSA
Mr. Rattray
Mr. Peter Martin

Secretary:

Major J.G.G. Thibault, Chief of the Land Staff Comptroller
Lieutenant-Colonel Josée Robidoux, Chief of the Land Staff, Director Land Reserve Management

Human Resources and Compensation Committee

Chair:

Vice-Admiral G.E. Jarvis, Assistant Deputy Minister (Human Resources Military)

Members:

Rear-Admiral D.W. Robertson, Chief of the Maritime Staff
Ms. L. Holland, Department of National Defence/Canadian Forces Legal Advisor
Chief Warrant Officer J.L.D. Gilbert, Canadian Forces Chief Warrant Officer
Chief Warrant Officer M. Nassif, Command Chief Warrant Officer
Major-General D.W. Langton, Chief Executive Officer, CFPSA
Ms. S. Siegel, Assistant Deputy Minister (Human Resources Civilian)
Colonel J.D. Guérin, SA Assistant Deputy Minister (Human Resources Military)
Mr. Jim Millar, Vice-President Strategic Planning, Risk Management and
Communications, Canada Mortgage and Housing Corporation (CMHC)
Mr. R. Verdon, External member (retired senior executive)

Secretary:

Major Liliane Walker, Staff Officer Assistant Deputy Minister (Human Resources Military)

Investment Committee

Chair:

Vice-Admiral Ron Buck, Vice Chief of the Defence Staff

Members:

Lieutenant-General J.S. Lucas, Chief of the Air Staff
Commodore Bryn Weadon, Director General Financial Management
Mr. Rod Monette, Assistant Deputy Minister (Finance and Corporate Services)
Chief Warrant Officer G.R. Lacroix, Land Force Command Chief Warrant Officer
Chief Warrant Officer J.L.D. Gilbert, Canadian Forces Chief Warrant Officer
Major-General D.W. Langton, Chief Executive Officer, CFPSA
Mr. Bob Smith, Chief Financial Officer, CFPSA
Dr. Jim Frank, External Member
Mr. Carl Otto, External Member

Serving Those Who Serve

www.cfpsa.com