

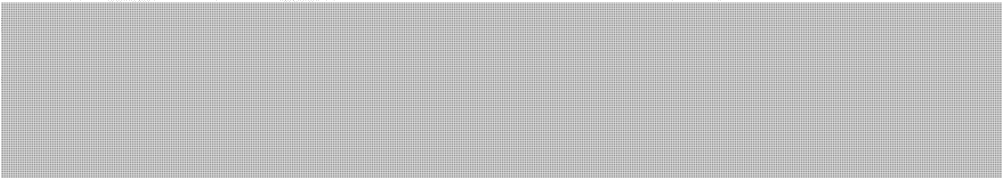


**SOLICITOR-CLIENT PRIVILEGE**

**DND/CF LA**  
**Draft Business Plan**  
**2017/2018**

**5 December 2016**

## **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY.....</b>	<b>2</b>
<b>SECTION 1 – OFFICE OF THE DND/CF LEGAL ADVISOR (DND/CF LA)...</b>	<b>5</b>
1. <i>What is the Office of the DND/CF Legal Advisor</i> .....	5
2. <i>The DND/CF LA Mission</i> .....	5
3. <i>Accountability, Responsibility and Authority</i> .....	6
<b>SECTION 2 – LEGAL SERVICES TO SUPPORT DND/CAF PRIORITIES....</b>	<b>7</b>
4. <i>Legal Services Groups and DND/CAF Priorities Supported in 2017 /18</i> ...	7
4.1 <i>Commercial Law Advisory Services</i> .....	8
4.2 <i>Claims and Civil Litigation</i> .....	11
4.3 <i>Public Law Advisory Services</i> .....	14
4.4 <i>National Defence Regulatory Services</i> .....	22
<b>SECTION 3 – COST SAVINGS AND MANAGING DEMAND.....</b>	<b>23</b>
5. <i>DRAP – Process Optimization</i> .....	23
6. <i>Legal Services Review – Managing Demand</i> .....	24
7. <i>Canada's Legal Team – A Whole of Justice Approach</i> .....	25
8. <i>Defence Renewal and DND/CF LA</i> .....	26
<b>SECTION 4 – DND/CF LA RISKS AND PRESSURES TO LEGAL SERVICES DELIVERY.....</b>	<b>26</b>
	
<b>SECTION 5 – HOSPITALITY REQUIREMENTS.....</b>	<b>33</b>
<b>SECTION 6 – CONCLUSION.....</b>	<b>33</b>
<b>ANNEX A – CIVILIAN HUMAN RESOURCES PLAN.....</b>	<b>34</b>

s.21(1)(d)

## **EXECUTIVE SUMMARY**

DND/CF LA is not seeking any additional funding for 2017/18. However, it is seeking:

s.21(1)(d)

The business line of the Office of the DND/CF Legal Advisor (DND/CF LA) is the provision of legal services to DND/CAF by way of legal advisory, litigation and legislative services. The principal resources required by DND/CF LA to deliver legal services are the costs of human resources (DND staff and Department of Justice (Justice) lawyer salaries), and the funding required for the management of litigation and the settlement of claims as provided in Account C125.

This L1 organization is unique. DND/CF LA is a departmental legal services unit of Justice. The L1 (Senior General Counsel) is an employee of Justice, as are the legal counsel. DND/CF LA does not operate programs, does not acquire equipment and does not manage capital projects or infrastructure holdings. More than 95% of the O&M budget of DND/CF LA is used to pay the costs related to the salaries of Justice legal counsel, while the SWE is utilized to manage its DND employees.

### **Pressures:**

s.21(1)(d)

As a result of DRAP and LSR, DND/CF LA implemented efficiencies and cost-savings measures, which are described in more detail below, as well as a Memorandum of Understanding between Justice and DND respecting the management of demand for legal services.

s.23

Many of these priorities, particularly the litigation issues and Aboriginal claims and negotiations will require increased travel by DND/CF LA counsel.



For the C125 account, [REDACTED]

s.21(1)(d)

s.23

**Requirement:**

To ensure the provision of high quality legal services to the DND/CAF, DND/CF LA will specifically require:

[REDACTED]

[REDACTED]

s.21(1)(d)

s.23

## **SECTION 1: OFFICE OF THE DND/CF LEGAL ADVISOR (DND/CF LA)**

### **1. What is the Office of the DND/CF Legal Advisor**

The Office of the DND/CF Legal Advisor (DND/CF LA) is a part of the Public Safety, Defence and Immigration (PSDI) Portfolio of Justice and is referred to as a Departmental Legal Services Unit (DLSU) co-located within the client department, Department of National Defence/Canadian Armed Forces (DND / CAF). Both Justice and the Office of the Judge Advocate General (JAG) provide legal services to DND and the CAF under section 6.3 of the departmental Program Alignment Architecture (PAA), as reflected in the MOU signed by Justice and DND/CAF in 2013. DND/CF LA provides legal services to DND/CAF in all areas of the law except those related to military law, military discipline and the military justice system, for which the JAG is responsible.

DND/CF LA is a unique organization within DND/CAF as it is led by an Executive Director and Senior General Counsel as the Level 1, who is an employee of Justice. DND/CF LA is also unique because it is staffed by civilian lawyers, i.e. public servants, who are Justice employees, as well as military legal officers, who are assigned from the JAG. In addition, the office is staffed with paralegals, administrative and financial personnel, who are DND civilian employees and support the work of Justice counsel and JAG Legal Officers. As a part of Justice, DND/CF LA draws on a network of subject-matter legal experts located centrally at Justice Headquarters, in Justice Regional Offices across Canada and at other DLSUs. Additionally, the National Defence Regulations Section (NDRS), a satellite office of the Justice Legislative Services Branch, is co-located within DND/CF LA, and works collaboratively with JAG and DND/CF LA in the provision of legal services related to the development, drafting and legal examination of federal regulations and Orders in Council.

### **2. The DND/CF LA Mission**

The mission of DND/CF LA is grounded in the Justice mission to:

- support the Minister of Justice in working to ensure that Canada is a just and law-abiding society with an accessible, efficient and fair system of justice;

- provide high-quality legal services and counsel to the government and to client departments and agencies; and
- promote respect for rights and freedoms, the law and the Constitution.

Specifically, DND/CF LA's mission is to provide objective and strategic legal advice and services to our DND/CAF clients to enable them to achieve their mission in accordance with the law.

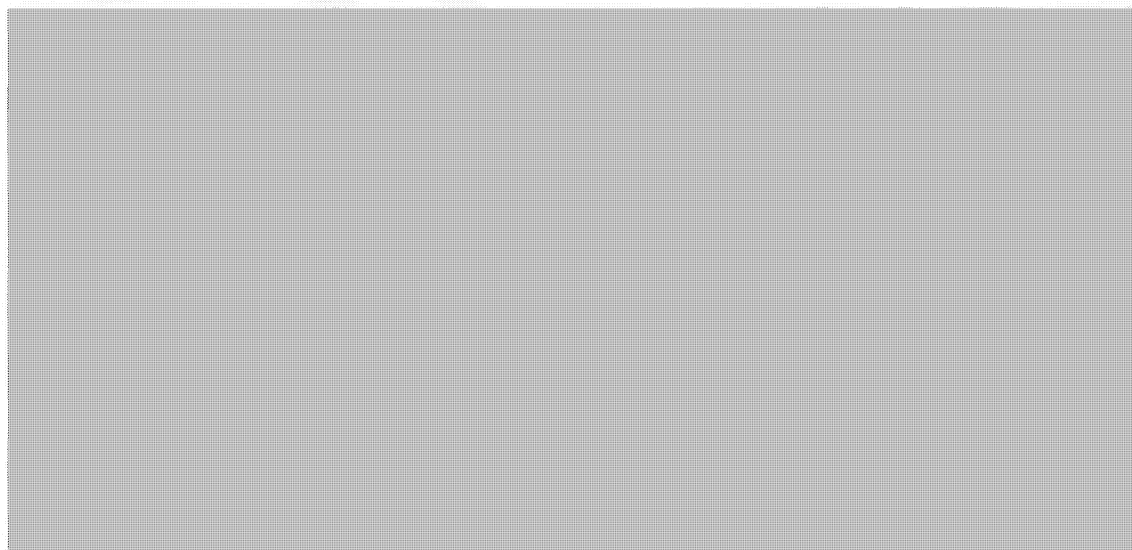
The accomplishment of DND/CF LA responsibilities further requires high standards of professional performance, which must be in compliance with the relevant provincial law society Codes of Professional Conduct, various Treasury Board of Canada policies and directives, as well as DND/CAF, Justice and DND/CF LA policies and standard operating procedures.

### **3. Accountability, Responsibility and Authority**

DND/CF LA provides legal advice to the Minister of National Defence (MND), the Associate Minister, Deputy Minister (DM), Senior Associate Deputy Minister (SADM) and Associate Deputy Minister and the Assistant Deputy Ministers (ADMs) of National Defence, the Chief of Defence Staff (CDS), other Level 1 organizations, and is accountable to the DM of National Defence for the proper management of DND's human and financial resources. This responsibility also includes the management of a DND account designated for use in paying the costs of some Justice legal service providers to DND/CAF as well as claims settlements and *ex gratia* payments (C125). Unlike other L1s at National Defence, DND/CF LA ultimately reports to the ADM of the PSDI Portfolio of Justice, to whom DND/CF LA is accountable for the proper management of Justice human and financial resources and for the quality of legal services provided by DND/CF LA.

s.21(1)(d)

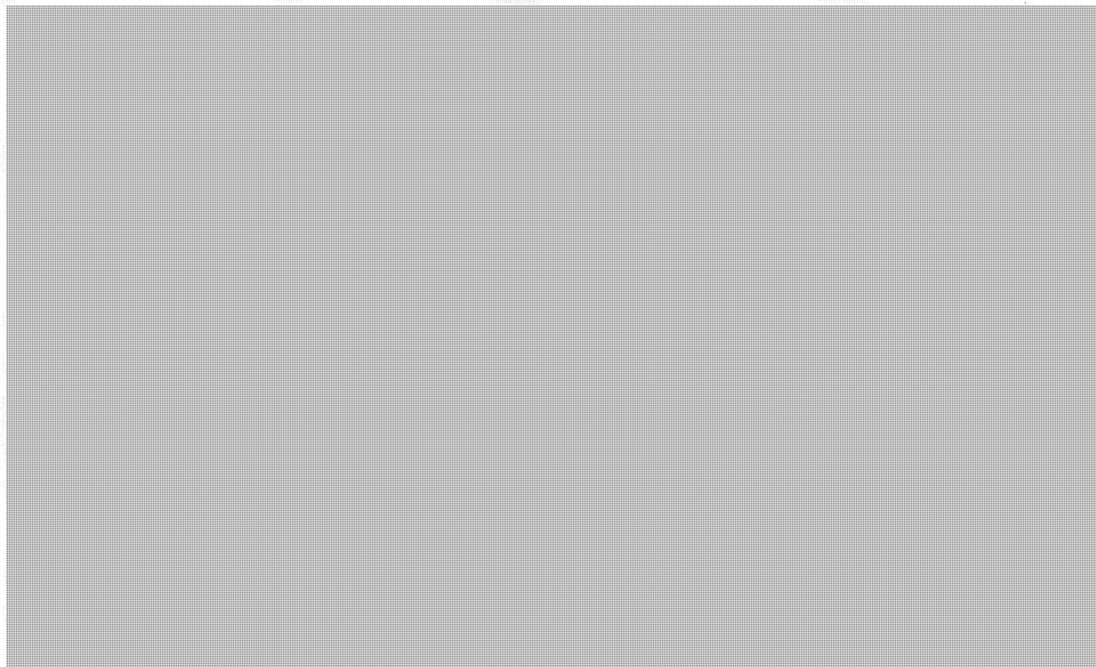
s.23



## **SECTION 2: LEGAL SERVICES TO SUPPORT DND/CAF PRIORITIES**

### **4. Legal Services Groups and DND/CAF Priorities Supported in 2017 /18**

It is difficult to predict with certainty where events or incidents in 2017/18 may cause a demand for legal services. However, DND/CF LA will provide legal services to support DND/CAF in achieving the mandate of the MND, as well as supporting the Defence Plan and Defence Renewal. Likewise, DND/CF LA will protect the interests of the Crown with respect to the priorities, activities and initiatives undertaken by DND/CAF. As mentioned previously, the following, among many others, are examples of the kinds of files and issues which DND/CF LA will be called on to provide significant support:



s.23

The aforementioned issues all involve important elements of the MND Mandate Letter, and Defence priorities. Moreover, DND/CF LA will enable DND/CAF to manage legal risks in any number of areas that could be costly, delay DND/CAF in meeting their objectives for 2017/18 and ongoing, or be harmful to the reputation of DND/CAF.

DND/CF LA will fulfil this commitment to DND/CAF through the delivery of legal services provided by its various teams:

- 1) Commercial Law Advisory Services (CLAS);
- 2) Claims and Civil Litigation (CCL); and

- 3) Public Law Advisory Services (PLAS). PLAS includes the Public and Labour Law (PLL), the National Security Law (NSL), and the Cadet, Health, Aboriginal and Legislative Advisory Services (CHALAS) teams.
- 4) Legislative Services will continue to be delivered by the National Defence Regulations Section (NDRS).

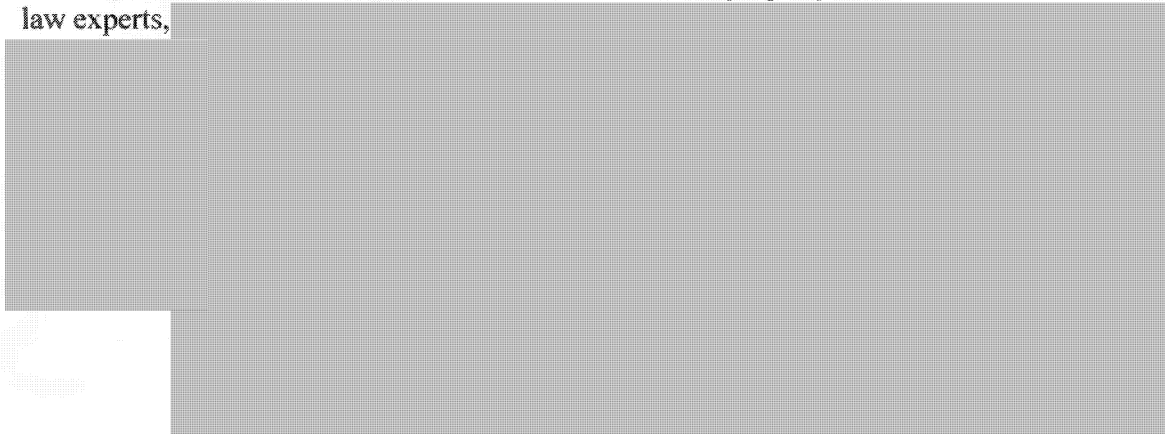
As a result of a Justice-wide Legal Services Review initiative, these groups were reorganized in 2015/16 to reduce administrative management and to increase the time spent on providing important legal services to the DND/CAF. The teams will continue to align their resources to be responsive to the priorities of the Government of Canada, the MND, the DM and CDS, and L1s in 2017/18. The legal teams that comprise DND/CF LA will continue to work together, and with other sections of Justice and the JAG, drawing on different areas of expertise, to ensure that DND/CAF receives high-quality and timely legal services as efficiently and cost-effectively as possible.

#### **4.1 Commercial Law Advisory Services (CLAS)**

The Commercial Law Advisory Group (CLAS) is composed of legal experts dealing with contracting and procurement, materiel, environmental, real property, and financial legal issues. In addition, CLAS works on CF Morale and Welfare Services issues, particularly how they relate to their Non-Public Property (NPP) contracting, procurement and real property activities. CLAS is headed by a Director and Senior Counsel (DCLAS) who reports directly to the DND/CF LA.

The CLAS team provides expert legal advice related primarily to the Maintenance and Materiel themes of Defence Renewal and procurement as part of the Defence Procurement Strategy. It offers this advice both to Level 1s as well as directly to the CAF, often in collaboration with JAG officers located in the regions or outside of Canada.

Although CLAS is a small team of commercial law, real property law and environmental law experts,



s.23

**Pages 10 to / à 11  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

In addition to all of the above, and in support of the Defence Priority on Strengthening the Defence Team by maximizing military and civilian potential through continuous learning and professional development, CLAS provides the following services to the DND/CAF team:

- learning sessions on “Legal Requirements of Contracting” as offered through the Learning and Career Centre (LCC) and the Canada School of Public Service (CSPS) Asticou Centre; and
- legal training on specific, client-focussed issues as required.

s.23

#### **4.2 Claims and Civil Litigation**

Claims resolution and litigation services are provided by the Claims and Civil Litigation section (CCL), which is responsible for the proper management of all claims and litigation by and against the Crown. CCL is headed by a Director (DCCL), who reports directly to DND/CF LA.

In managing claims and civil litigation, CCL works closely with DND/CAF, the regional Justice litigators, and JAG. CCL assesses legal risk, reviews proceedings, collects and assembles documents, prepares witnesses, briefs senior management (both military and civilian) and the Minister, provides instructions to litigators and coordinates with other departments and central agencies. In addition, many cases are settled directly by CCL prior to litigation being commenced, which serves to ensure prompt resolution of conflicts, and avoid costs associated with litigation, disruption to operations and negative media commentary.



s.21(1)(d)

Litigation can arise in any context, and as such, CCL supports all areas of DND/CAF, their programs and operations. The following is a small sample of particularly significant cases for the various LIs being managed by CCL which will have financial and reputation impacts for DND/CAF:

s.23



**Page 14**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**23**

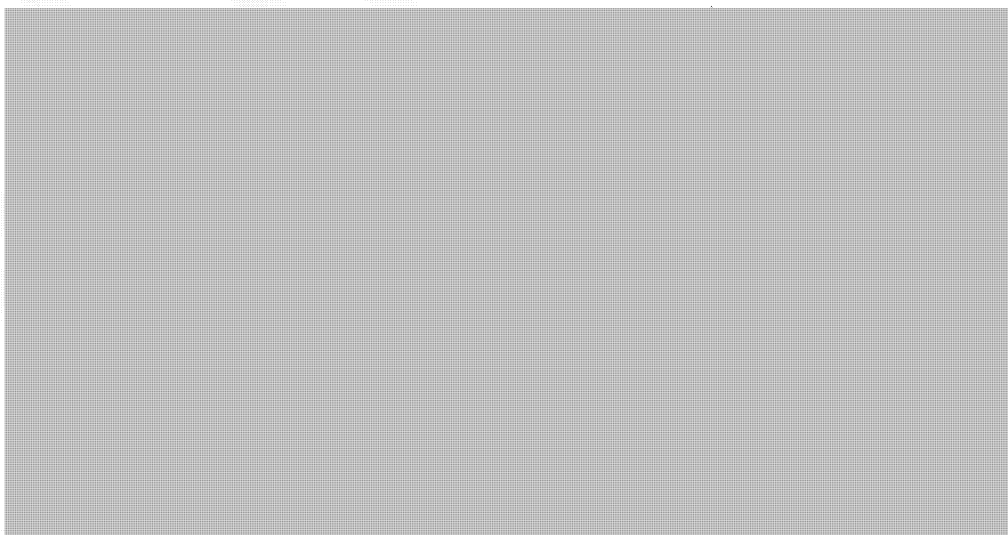
**of the Access to Information Act  
de la Loi sur l'accès à l'information**

### 4.3 Public Law Advisory Services (PLAS)

PLAS is headed by the Deputy DND/CF LA, a Level 2, and is comprised of three teams:

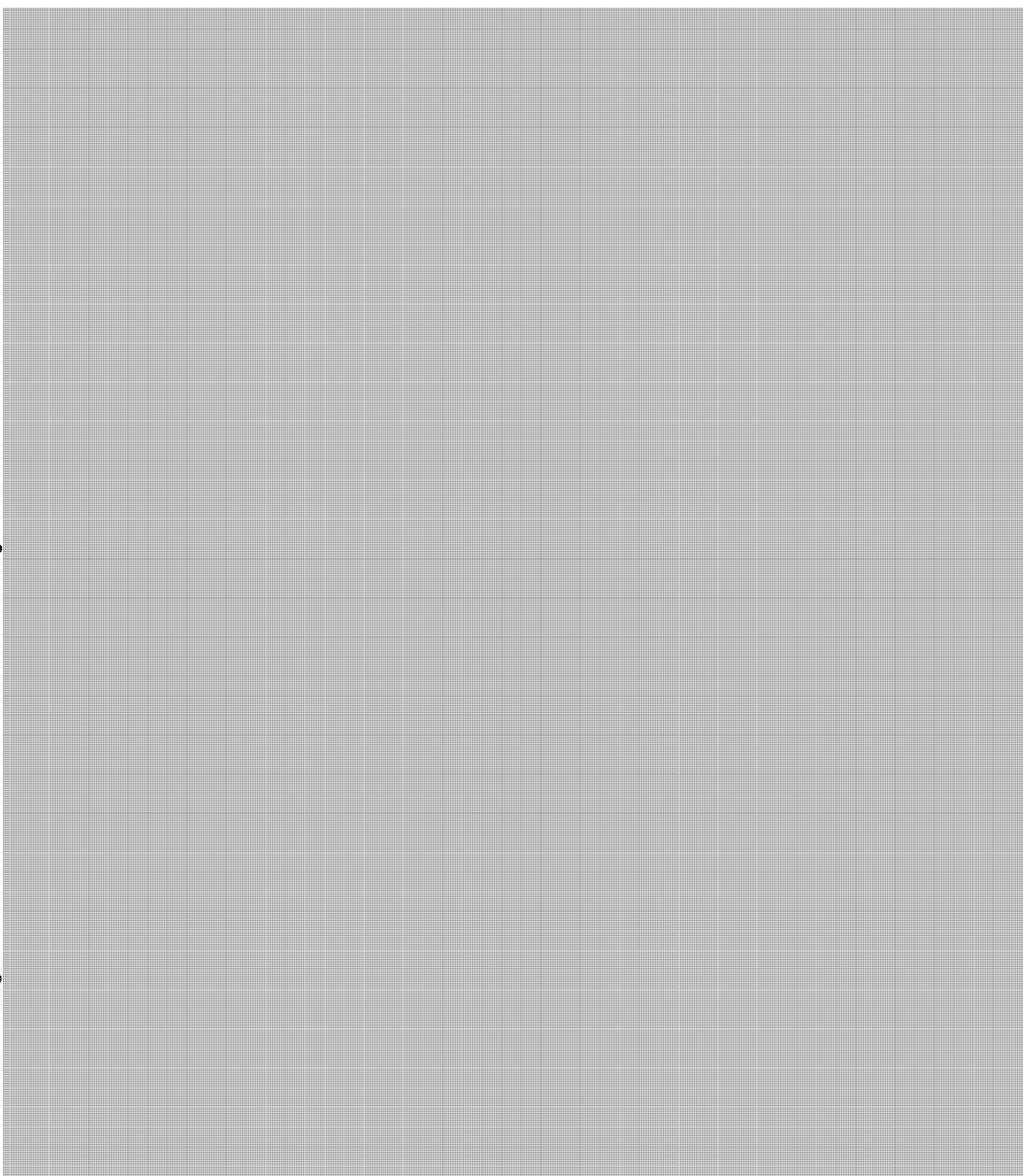
- 1) Public and Labour Law (PLL)
  - 2) National Security Law (NSL)
  - 3) Cadets, Health, Aboriginal and Legislative Advisory Services (CHALAS), which itself consists of the following sub-groups:
    - a) Aboriginal Law Advisory Services (ALAS)
    - b) Canadian Forces Health Services Legal Advisory Services (CFHSLAS)
    - c) Cadets and Reserves Legal Advisor (CRLA)
    - d) Legislative Support and DAOD Review Services (LS&DRS)
- 1) **PLL** - provides advisory services and litigation support in the area of labour, employment and public law on behalf of the employer, human rights law, official languages law, and access to information and privacy law and is headed by a Director (DPLL) who reports to the Deputy DND/CF LA. These matters support the Defence priority of "Ensuring Sustainable Operational Excellence" as well as the Defence priorities of "Strengthening the Defence Team", "Ensuring Defence Resource Stewardship and Affordability" and "Ensuring CAF Posture and Defence Readiness". In addition, PLL will provide significant legal services to support the Ministerial Mandate "to establish and maintain a workplace free from harassment and discrimination" and to support the partnership between VAC and the CAF to ensure a seamless transition to VAC benefits by CAF members.

PLL therefore expects to provide the following key services to DND/CAF in 2017/18:



s.23

s.23

- 
- 2) **NSL** - provides legal advice and assistance to DND/CAF in the rapidly expanding and quickly evolving field of national security law. NSL regularly works in conjunction with colleagues at the OJAG and serves as an important conduit for DND/CAF on national security law matters to Justice, other government departments, security agencies, and law enforcement through their Justice lawyers. Of note, it serves the crucial function of ensuring that DND/CAF receives legal advice consistent with the advice provided to other government departments and agencies. In addition, NSL ensures that the interests and concerns of the DND/CAF in the national security field are communicated to PSDI and to the legal services of other government departments and agencies to

ensure the development of laws and government policies that assist the DND/CAF in carrying out its operations efficiently and effectively. NSL provides legal services to support the Defence Priorities: “Ensuring Sustainable Operational Excellence”, and “Ensuring CAF Posture and Defence Readiness”. In addition, NSL will provide legal services to support the Ministerial Mandate to “ensure a close link between defence policy, foreign policy, and national security.”

NSL will continue to provide advice on the application of the *Canada Evidence Act* in respect to litigation, with a view to protecting sensitive information from disclosure and will also continue to provide legal advice and support on national security policies and directives.

In 2017/18, some of the key legal services that NSL Team expects to provide to DND/CAF include:



s.23

s.23

3. **CHALAS** - provides legal advisory services in five practice areas. The directorate is headed by the Director (DCHALAS), a JAG legal officer who reports to the Deputy Head and General Counsel, PLAS. CHALAS delivers services as follows:

**3 (a) ALAS** – ALAS advises on a full range of Aboriginal matters. In particular, ALAS provides integral support in order to meet the Defence priorities of “Ensuring CAF Posture and Defence Readiness” and “Ensuring Defence Resource Stewardship and Affordability”, particularly with regard to disposals of strategic real property.

This advice is provided to Level 1s, as well as to the CAF in collaboration with JAG officers located at NDHQ or in the regions. In addition to the legal services provided that are discussed below, ALAS will support continuous learning and professional development for clients and will provide training to the DND/CAF team on Aboriginal law and the legal duty to consult with Aboriginal groups.

In 2017/18, ALAS expects to perform work in the following areas:

**Page 19**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

[REDACTED]

3(b) **CFHSLA** - The CFHSLA section is responsible for providing advice to the Surgeon General and CF Health Services Group (CFHSG) on health matters which have lately been at the forefront of issues facing the DND/CAF, such as the Mental Health Strategy and Care of the Ill and Injured.

In support of the overall Defence Priority of providing Enhanced Support to the Ill and Injured and to the families of CAF members, [REDACTED]

[REDACTED] CFHSLA will advise on several initiatives in 2017/18:

[REDACTED]

3(c) **CRLA** - [REDACTED]

s.21(1)(d)

s.23

[REDACTED] As part of the priority of Strengthening the Defence Team, the counsel is solely dedicated to

providing legal services to support the National Cadet and Junior Canadian  
Ranger Support Group and

s.23

CRLA expects to perform legal services in 2017-2018 on the following important  
issues:

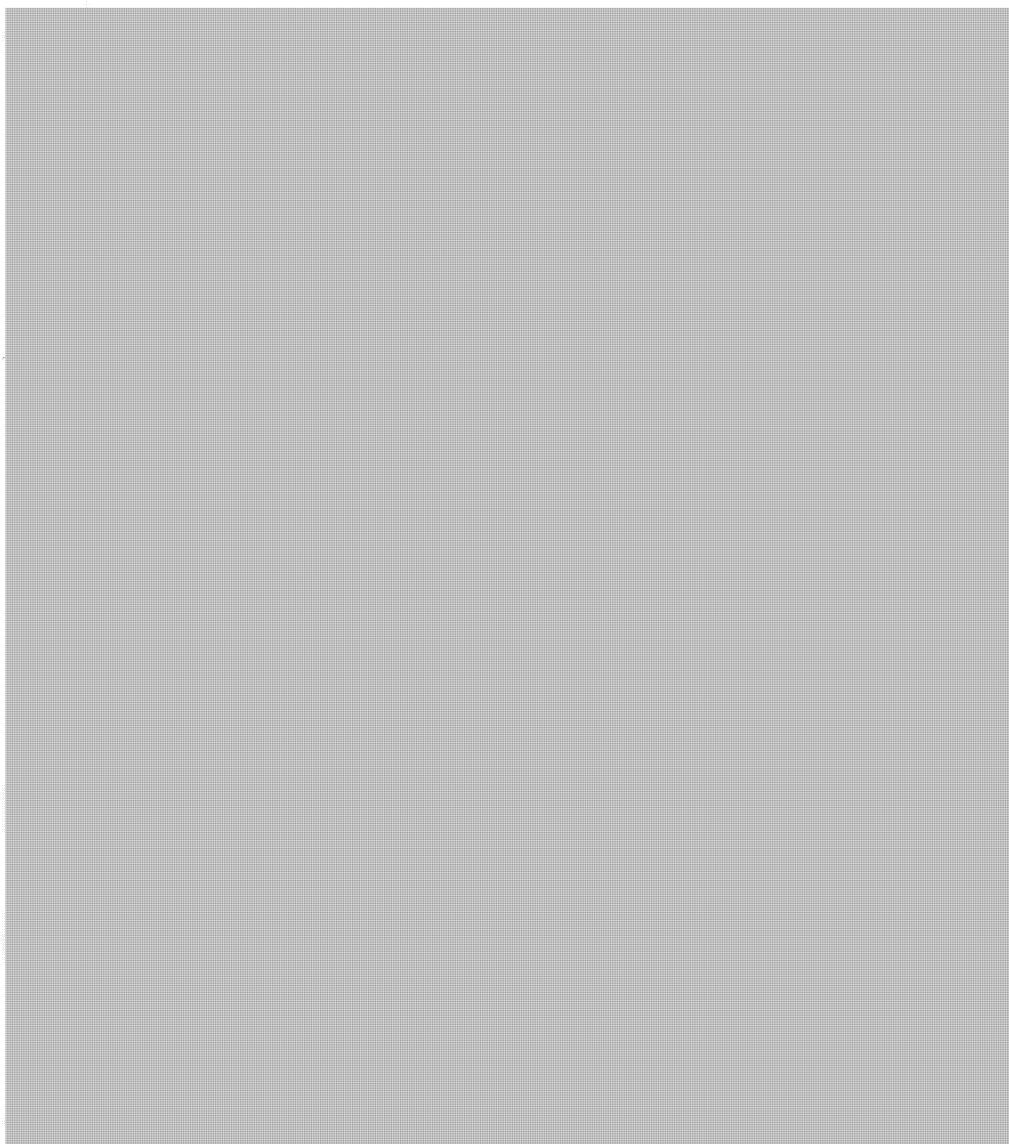
3(d) **LS&DRS** – The LS&DRS team provides form and legality review of  
Defence Administrative Orders and Directives (DAODs), key administrative  
policy and instructional instruments for the DND and the CAF. The section also  
provides support to initiatives relating to legislation under the responsibility of the  
Minister of National Defence.

In the *Defence Renewal Plan*, “Disciplined Business Execution” is a  
theme which specifically mentions the initiative to improve the DAOD process in



order “to ensure they are coherent, widely known, continuously improved, and consistently followed.”

In 2017/18 LS&DR will provide legal support to DND/CAF as follows:



s.23

**3(e) Advisory** - In addition to the above types of files, CHALAS lawyers are assigned general legal advisory matters relating to issues not clearly fitting into the practice areas of other DND/CF LA directorates or sections. Some examples include:



s.23

[REDACTED]

[REDACTED]

[REDACTED] This is important work in meeting the Defence priority of Ensuring Sustainable Operational Excellence Both at Home and Abroad for the Defence of Canada and the Protection of Canadians.

#### **4.4 National Defence Regulatory Services (NDRS)**

## SECTION 3 – COST SAVINGS AND MANAGING DEMAND

### 5. DRAP - Process Optimization

As a result of the previous DRAP Process Optimization, DND/CF LA has integrated efficiency measures in the delivery of legal services to DND/CAF, and will continue to utilize these time-saving and cost-saving measures in 2017/18. Examples of the efficiencies are:

- Mechanisms or processes to screen or prioritize requests
- Reduction of the number of lawyers in advisory files involving more than two client departments
- Monitoring files with more than two lawyers or with more than a set threshold of hours (75 for advisory files, and 100 hours for litigation files)
- Applying Legal Project Management (LPM) strategies to major files
- Continued usage of the system of Tracking Informal Legal Opinions (TILO) in order to manage demand and allocate appropriate resources
- Increasing the reliance on paralegals

DND/CF LA managers have implemented informal mechanisms to screen or prioritize requests. Each incoming request is reviewed to determine whether legal advice is actually required or has been provided previously, and is assigned to counsel based on its level of priority. DND/CF LA is continuing to strengthen these mechanisms.

s.23

For many years, DND/CF LA has relied on a Justice based IT timekeeping tool referred to as “iCase” to monitor the hours spent on advisory and litigation files and the number of lawyers on a file, and will continue to do so in 2017/18. This tool enables DND/CF LA to monitor specific cases and to ensure the optimum use of resources, which can then be applied to the key priorities on the most important files. In 2017/18, Justice intends to implement a new tool named LCMS to not only improve the timekeeping tool, but the entire legal case management system at Justice.

DND/CF LA has undertaken to train all lawyers and paralegals with regard to LPM. It is expected that all lawyers and paralegals will continue to apply the principles of LPM in their practice for 2017/18. LPM is the application of the concepts of project management to the control and management of certain legal files to enable the management of scheduling, risk, and cost in a more rigorous and disciplined manner. The effective use of LPM provides for greater clarity with regard to allocating appropriate resources in order to provide deliverables and to meet deadlines, and reduces the need to respond reactively. As per Justice protocols, the use of this tool is now mandatory for files reaching a specified threshold of complexity and requirement for resources.

In 2015/16, DND/CF LA developed the tool known as TILO to track all instances of informal legal opinion requests from the various LIs that cannot to be tracked by the current Justice "iCase" tool. Training was provided to all DND/CF LA staff and the tool was implemented in the office as of July 1, 2015 and will continue to be utilized in 2017/18 in order to measure performance and to improve knowledge management practices. TILO utilization will continue after the implementation of LCMS, unless the new case management tool is capable of capturing informal legal requests.

DND/CF LA has the largest cohort of paralegals in the PSDI portfolio within Justice and uses them very effectively, particularly for claims and litigation matters, to reduce reliance on lawyers, who are more expensive.

s.21(1)(d)

## **6. Legal Services Review – Managing Demand**

In 2013/14, as part of the commitment by the Government of Canada to strengthen expenditure management, Justice was mandated to conduct a review of legal services to the Government with a view to managing the demand for legal services in order to rein in growth of spending and ensuring those services would be sustainable in the long term. The review is referred to as Legal Services Review (LSR). Consequently, Justice committed to the Treasury Board to achieve budget and workforce reductions, and to manage the demand for and cost of legal services delivery through increased efficiencies, and the expected savings.

In fulfillment of this commitment, an addendum to the MOU between Justice and DND/CAF came into force on April 1, 2014. Justice and DND/CAF worked together to determine the matters for which DND/CF LA will no longer provide legal services and the estimated savings of 2.8 FTEs. The implementation of LSR began in 2014/15 and continued through 2016/17 with screening of requests as well as increased use of templates. DND/CF LA will continue to implement the terms set out in the addendum in 2017/18.

As part of Justice, DND/CF LA is committed to providing an agile, well-trained, solution-oriented team of legal experts focused on client-service, who will deliver high-quality and cost-efficient legal services to DND/CAF. DND/CF LA is continuing to work on a number of initiatives seeking to improve the delivery of efficient and effective legal resources, recognizing that limited resources must be aligned to meet client priorities:

1. DND/CF LA and JAG roles and responsibilities – reducing overlap, maximizing complementary relationship
2. Legal Risk Management – integrating DND/CF LA legal risk management into the corporate risk process to reduce any unintended costs associated with the assumption of risk by DND/CAF
3. Policy on Legal Assistance and Indemnification – dependent on a Treasury Board policy change allowing the implementation of a highly streamlined process for DM approval
4. Information and Knowledge Management – ensuring optimal use of available IM/IT tools
5. Further mechanisms for screening and prioritizing demand, in consultation with the client
6. Templates and training for clients to assist them to manage legal risk.

## **7. Canada's Legal Team – a Whole of Justice Approach**

In order to achieve legal and business excellence, Justice is in the process of implementing a number of initiatives with a goal to achieve a consistent whole of Justice approach, which are anticipated to be introduced or developed in 2017/18. Examples of initiatives in which DND/CF LA will be participating include:

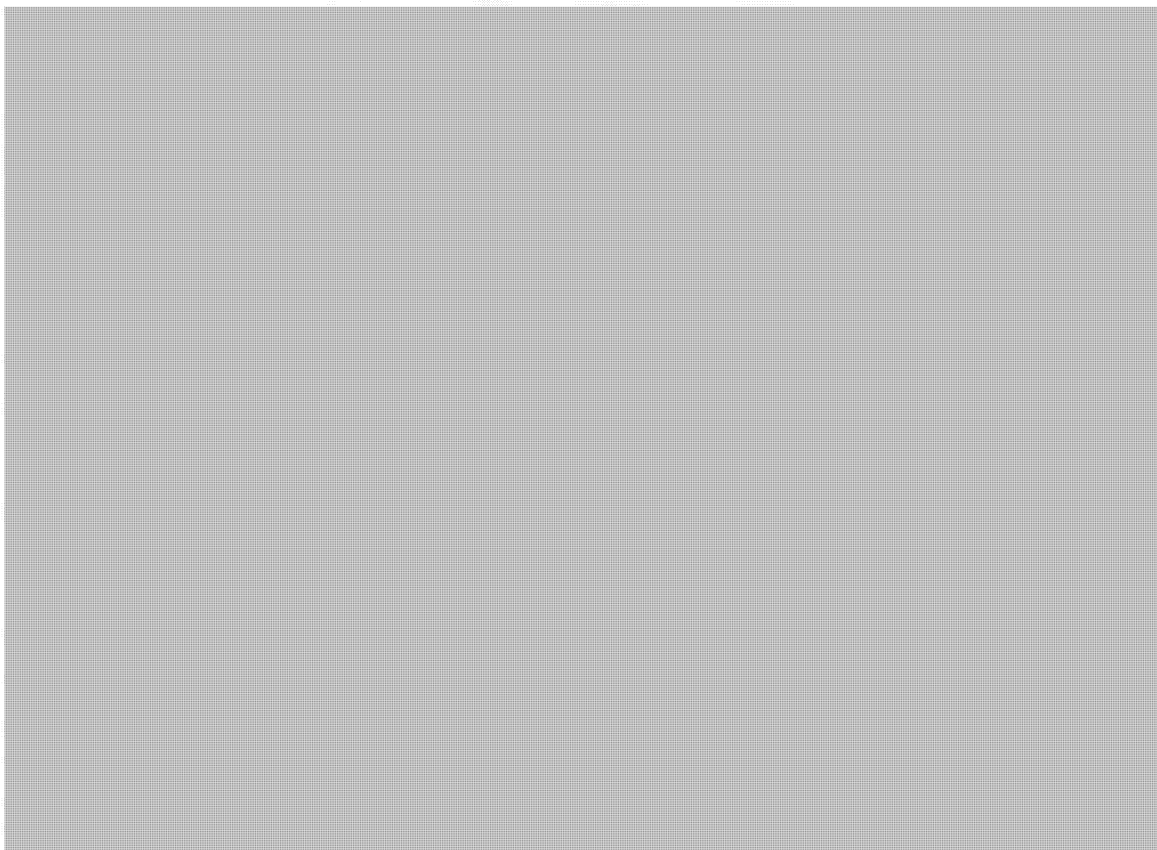
- a new and improved Legal Case Management System (LCMS) to enable more efficient legal case management and to further promote the use of valid and effective metrics; and
- a protocol for the Single Approach to File Management which will reduce duplication, and encourage greater levels of communication, coordination and consistency among various Justice offices, which in turn will increase the quality of legal services.

#### **8. Defence Renewal and DND/CF LA**

Although DND/CF LA does not have any specific Defence Renewal initiatives, as a key internal legal services provider, DND/CF LA will continue to work with other L1s to support their key initiatives, many of which have been mentioned previously.

### **SECTION 4: DND/CF LA RISKS AND PRESSURES TO LEGAL SERVICES DELIVERY**

s.21(1)(d)



**Pages 28 to / à 29  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 30 to / à 32**  
**are withheld pursuant to sections**  
**sont retenues en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**



**Page 33**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Page 34**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## **ANNEX A: CIVILIAN HUMAN RESOURCES PLAN**

### **Introduction**

s.21(1)(d)



In order to deliver the optimal legal services to clients, the focus of DND/CF LA will be the cultivation of a working environment that challenges and rewards staff and that promotes their well-being and productivity.

### **Business Goals**

DND/CF LA is a Departmental Legal Services Unit (DLSU) of Justice which provides independent, high-quality legal advice pursuant to the *Department of Justice Act*, on the most affordable, effective and efficient basis possible, to the Department of National Defence (DND) and the Canadian Armed Forces (CAF). The objective of providing optimal legal services to the clients requires a unique complement of lawyers, paralegals, administrative assistants and other support staff in the areas of finance, administration and informatics.

### **Environmental Analysis**



### **Internal Factors**

Given that DND/CF LA is a small L1 with an even smaller complement of DND employees, the organization is structurally flat. As a result, a single employee is often called upon to perform functions at multiple levels within their area of work. This factor

must be taken into consideration when developing and classifying work descriptions. In addition, the hybrid nature of the organization requires that DND/CF LA employees be able to function in both the DND and Justice environments, and must therefore adapt to two sets of practices, policies and directives for almost all functions.

Last fiscal year, the AS-03 Administrative Manager position was created and staffed which has enabled efficient and consistent management of all administrative assistants within this office.

Although reports from PeopleSoft show that five of the administrative employees are eligible to retire within the next two fiscal years, the anticipated number taking advantage of retirement is expected to be one or two employees. Nevertheless, for a small organization with few occupational groups and levels, succession planning must be an important consideration.

No retirements are anticipated among the paralegals, but there is nevertheless a necessity to prepare for unexpected departures. The paralegal cadre is relatively small within the federal public service which results in a limited feeder group to fill vacancies should they arise within the organization. Backfilling EC-04 positions is further complicated because many of the positions are bilingual and require a Secret clearance. In order to address this issue, and also to keep in line with the Justice initiative to increase reliance on paralegals (discussed in more detail below), [REDACTED]

s.21(1)(d)

The Claims and Civil Litigation (CCL) paralegals continue to be short one Senior Paralegal EC-06 while the incumbent has been working with the Business and Comptrollership office to take over strategic business planning and the role of Chief of Staff. The EC-06 position is being filled on a rotational basis as a developmental opportunity for the EC-04's.

Absenteeism and other issues continue to have an impact on the administrative assistant group, and while the skill set required by this group is somewhat less complex, there have been challenges to find the right candidates.(i.e. lack qualified pools , bilingualism, etc.)

### **External Factors**

Last fiscal year, DND set quotas for all L1 organizations to hire and bridge students and DND/CF LA met its set targets. It is anticipated that this initiative will continue and DND/CF LA will be called upon to hire and bridge students which will prove difficult

given the FTE cap. In the past, DND/CF LA partnered with Algonquin College and St. Lawrence College to provide experience to students in its Paralegal program through unpaid cooperative work placements. These programs, and a similar program offered at La Cité Collégiale, are not recognized by the Public Service Commission (PSC) as a cooperative education program for bridging by the PSC.

The lowest level paralegal positions within DND/CF LA are currently at the EC-04 level, so it is unlikely that graduates from these programs would possess sufficient experience and knowledge to fill vacancies. [REDACTED]

s.21(1)(d)

The need for bilingual paralegals presents an additional challenge. The programs at Algonquin and St. Lawrence are unilingual although some graduates from there and from La Cité Collégiale may meet the bilingual profile of positions.

As a means of creating and enhancing efficiencies, Justice continues to implement process optimization. One of the initiatives is to increase reliance on paralegals and to transfer less complex legal files and tasks from lawyers to them. In a subsequent phase, Justice will be examining the potential to transfer less complex, routine tasks from paralegals to administrative employees. As these efficiencies are implemented, it could create a requirement to further review DND/ CF LA's paralegal and administrative support complement to ensure that we have the right mix in this office.

### **Gap Assessment**

The need for an organizational restructure was highlighted in the HR plans for 2014/15 and 2015/16. Some progress was made last fiscal year with the creation and staffing of the AS-03 Administrative Manager position. It is expected that this will mitigate the pressures on the administrative side of the office. [REDACTED]

The challenges in finding qualified candidates who possess the credentials, sufficient experience, legal knowledge, and research skills to perform at levels high enough to support legal counsel in an extremely complex and varied legal environment are outlined above. This need has become more pressing in light of initiatives for process optimization at Justice in which counsel will call upon paralegals to take on more legal files in the interest of efficiency. The administrative assistants do not possess the

necessary skill sets or qualifications to take on higher complexity legal work, so cannot be called upon to close this gap.

s.21(1)(d)

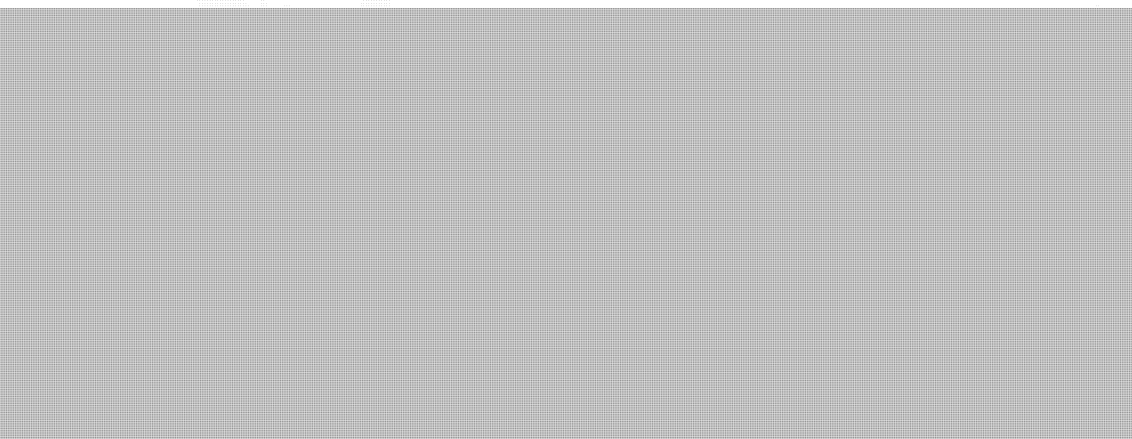
### **HR Planning, Work & Organisation Design and Reporting:**

Employment Equity: DND/CF LA is committed to assisting the department in meeting its EE requirements. There is a need to redo a blitz amongst DND employees to complete the EE self-identification module available through the Self Service portal of HRMS. This will help DND/CF LA to have a better picture of the small, but present population. All future staffing processes will take departmental EE gaps into consideration and DND/CF LA will monitor departure rates and undertake recruitment action as necessary as it seeks to retain or exceed the representation levels, recognizing that it is a small organization with a number of unique positions, and is required to protect individual confidentiality. When needed, the Statement of Merit Criteria (SoMC) will target the EE shortages through staffing processes. DND/CF LA will continue to maintain management best practices in support of employment equity principles and will promote diversity.

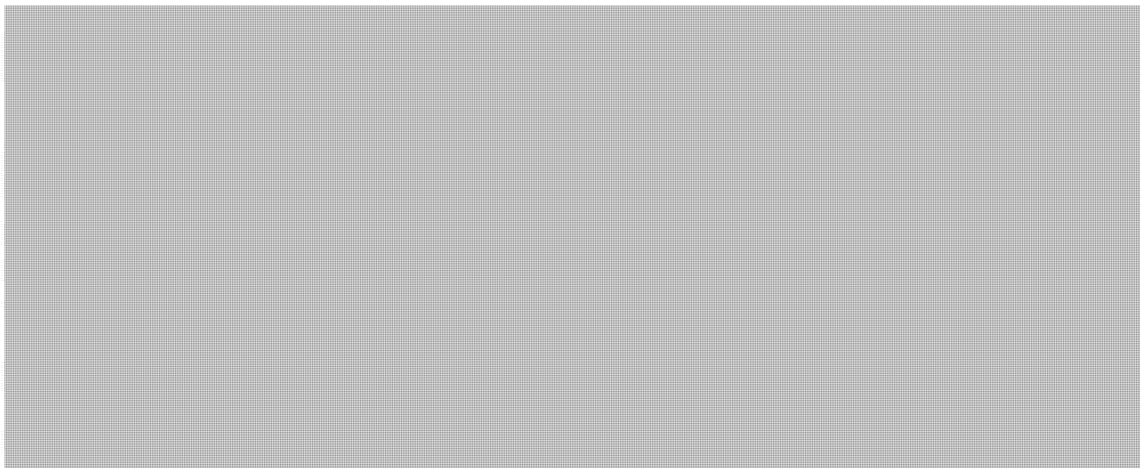
Official Languages: The linguistic review of DND/CF LA positions was completed last fiscal year and all employees meet the linguistic profiles of their positions. DND/CF LA is committed to fostering a culture that promotes both official languages. The DND/CF LA Official Languages Action Plan 2016-2018 has been created and will be implemented and monitored.

FTE Levels: Please refer to the section above called "Environmental Analysis"

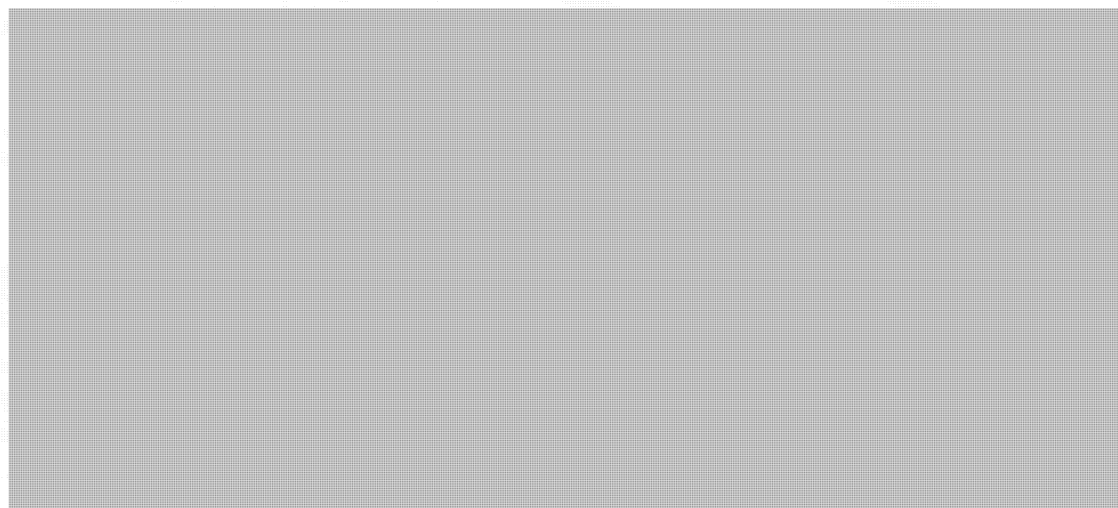
### **Job and Position Management:**



s.21(1)(d)



**Staffing and Employee Integration:**



DND/CF LA has continued to offer opportunities for paralegal students at Algonquin College and St. Lawrence College to complete internships (125 hours) within the office and will likely continue with this initiative. Efforts will be made to extend the opportunity to other institutions which offer paralegal programs, in particular La Cité collégiale. DND/CF LA should continue to provide support to these institutions so that their respective programs are recognized by the PSC for inclusion in the federal cooperative education program and thus become eligible for student bridging.



## **Employee Performance, Learning, Development & Recognition:**

s.21(1)(d)

### **Performance Management:**

[REDACTED]

DND/CF LA will endeavor to meet the mandatory 100% completion rate for Individual Learning Plans related to the new Performance Management Agreement. Managers and supervisors continually monitor progress related to the implementation of ILPs and the Manager, HR Planning and Programs ensures that all employees are kept abreast of available training and coordinates the tracking of completed training and associated costs into HRMS. The same goes with the entirety of the Performance Management Agreement tool such as the initial setup of work objectives, the mid-year review, and finally, the final review at the end of the fiscal year. DND/CF LA had nobody on an action plan in 2016/2017, but has a couple of talent management plans.

### **Professional Development & Training:**

Many of the DND/CF LA employees are CR-05/AS-01 and do not possess the required skill sets to take on acting assignments within the paralegal, finance or informatics areas. However, the new structure will provide considerable opportunities for this group. The administrative assistants will be called upon to learn new skills as they take on additional tasks resulting from transformation of services delivery provided by other groups (ADM HR Civ for example) and will also have the opportunity for acting assignments in finance (AS-02) and in supervision (AS-03) as they arise.

[REDACTED]

[REDACTED] Employees will continue to be encouraged to access the available training on-line with DND-Learn and both on-line and in class at the Canada School of Public Service and the Learning and Career Center.

Employees are encouraged to develop their second language skills through the use of available online tools at the Canada School of the Public Service and through practicing their skills in the work environment. Where warranted, employees may be identified to be sent on part-time or full-time second language training.

The Outlook on Learning and professional Development (OLPD) for DND/CF LA identified that the office explore the possibility of on-the-job learning opportunities for



paralegals through secondments to other Legal Services Units and sectors within Justice (in 2016/17, one EC-04 did leave on an assignment to the Centre for Information and Privacy Law), and acting opportunities within its own organization (EC-06 rotational acting opportunity in the form of 3 month periods each while the substantive employee is on assignment in the AS-05 Business and Admin position).

### **Honours and Awards:**

DND/CF LA understands the value of recognizing the high levels of performance of all its employees as a retention tool. Managers will continue to be encouraged to use both informal and formal recognition. This exercise will be done in conjunction with the new and improved DND honours and awards at the DM/CDS level and with the ADM(HR-Civ) instant awards (iBoutique and DND/CF LA in-house awards). Cake and coffee sessions to celebrate and continue to encourage the great administrative work will also continue.

### **Separation:**

Exit interview: ADM (HR-Civ) implemented a pilot on-line exit interview for all DND employees and DND/CF LA will ensure to include this as part of its employee out clearance process. The information collected will enable DND/CF LA to monitor workplace issues and allow for a proactive approach to resolution.

### **Workplace Management:**

**Well-being:** Recognizing that well-being is a priority of the Clerk of Privy Council, DND/CF LA continues to face challenges related to extended periods of sick leave among administrative assistants. The implementation of Phoenix, which has led to situations where employees have not been paid or have continued to be paid while on sick leave without pay, have generated heightened stress levels. The shift to have all administrative positions report to the Administrative Manager has facilitated, and will continue to facilitate, communications, distribution of work, leave management, rotation of employees, cross training, succession planning, and service delivery to lawyers and clients. It will also offer further professional development opportunities which will ensure a more versatile office. Managers will continue to be vigilant, monitor employees and ensure that EAP information is readily available, and they will continue to offer an "open door" policy and encourage employees to share concerns. In an extra effort, and in conjunction with the new departmental requirement, the group, with the help of the HR Programs and Planning Manager, will ensure that all of the managers complete the LCC or the CSPA Labour Relations for Managers course. Justice is also expecting this of its

managers this year. This is an instrumental tool to assist in rebuilding morale and wellbeing to an acceptable level, especially within the administrative community. Continued training for both managers and staff focusing on Mental Health Awareness and Harassment will also assist to stabilize morale within DND/CF LA. Since DND/CF LA's office move, employees now have better access to the gym, allowing employees to benefit from the facility.

**PSES:** DND/CF LA created an action plan to address concerns raised in the 2015 PSES and continues to implement and monitor and report on its progress.

### **Monitoring and Review:**

DND/CF LA will use the following performance measurement tools to ensure that HR policies are followed and requirements are met.

- Public Service Employee Surveys Action Plan Updates;
- Internal Office Well-Being Surveys;
- Data collected in respect of Official Languages and Employment Equity;
- Data collected in respect of Personal Learning Plans and the Office Training Plan;
- Data collected in respect of staffing levels and classification of positions; and
- Information collected at exit interviews

Annex A or B  
Appendix 1

5 December 2016

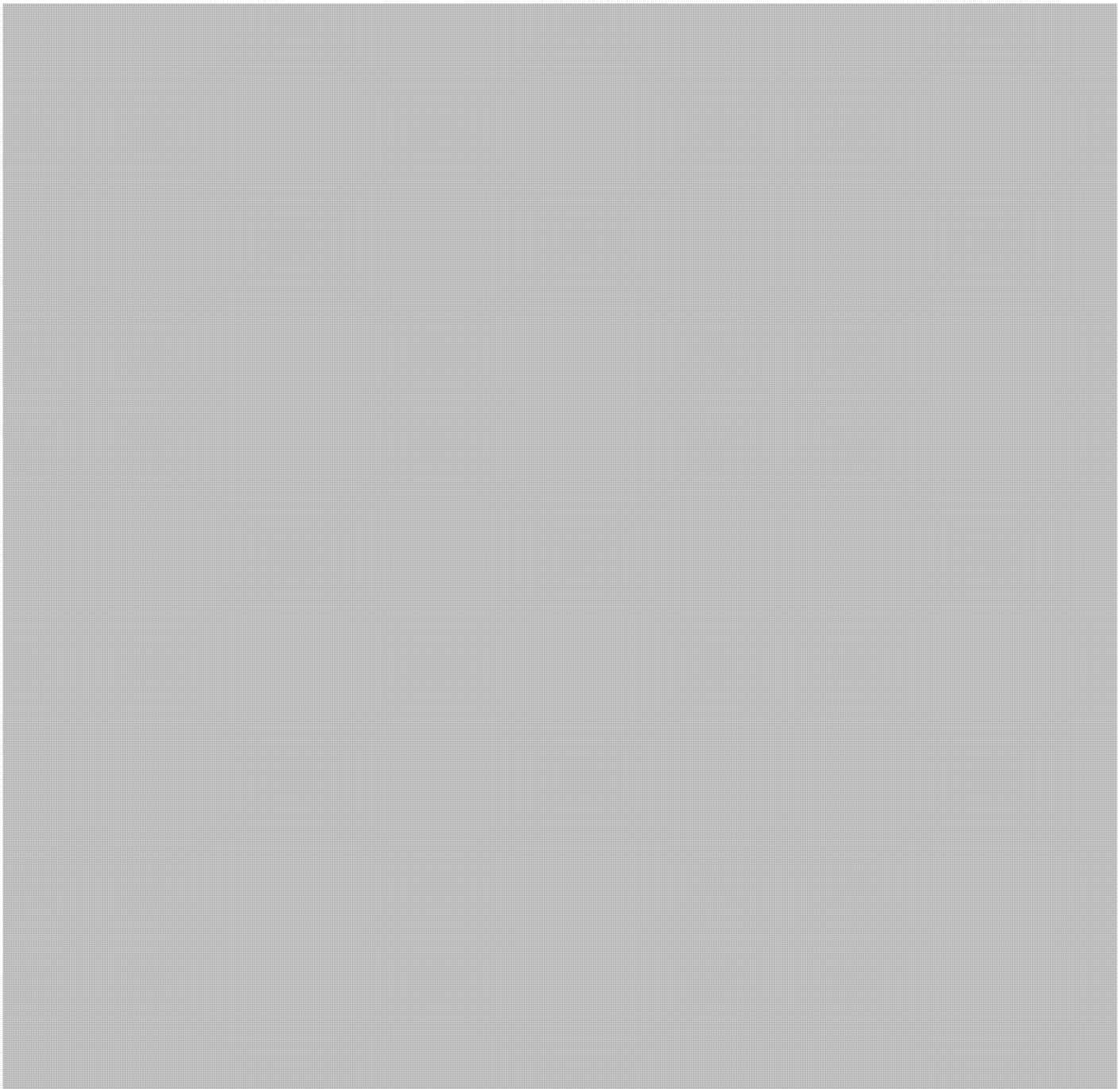
**Resource Request Detail**

L1: DND/CF Legal Advisor

**Initiative / Item / Activity**

**Legal Services is an Internal Service located within Sub Program (SP) 6.3 of the DND/CAF Program Alignment Architecture (PAA).**

s.21(1)(d)



**Pages 44 to / à 46  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



## BP 2017-18 Annex A / Annexe A

## Instructions

The purpose of this Annex is to request additional financial resource details of the request.

Le but de cette annexe est de demander des ressources financières et définir clairement les détails de la demande.

Title	Titre
L1 (drop box)	N1 (liste)
Short title or Activity	Titre abrégé ou activité
Apx	
Vote	Crédit
Fund (drop box)	Fond (liste)
Fund Descr	descr Fond
CI (drop box)	CI (liste)
CI Descr	descr (CI)
PAA (drop box)	AAP (liste)
PAA Descr	descr AAP
In-Year/Baseline (drop box)	In-Year/Baseline (liste)
FY 2017-18 (\$'000)	AF 2017-18 (\$'000)
FY 2018-19 (\$'000)	AF 2018-19 (\$'000)
FY 2019-20 (\$'000)	AF 2019-20 (\$'000)
Demand Type (drop box)	Type de demande (liste)
Description or Additional Notes	Description ou notes supplémentaires

sources. Each "Activity" or "Item" should be accompanied by a supporting Appendix which clearly outlines the

àres supplémentaires. Chaque "activité" ou "Point" doivent être accompagnées d'une annexe de support qui

Instructions
Select your L1
short title for your pressure
appendix realted to resource request (A# or B#)
will populate based on fund selected
see Fund chart
will populate based on fund selected
423 Revenue, 510 O&M, 511 Civ SWE, 512 Reserve Pay or 514 Reg F Pay
will populate based on CI selected
see PAA chart
will populate based on PAA Sub-Sub Program selected
In-Year - amount requested for a specific year /montants demandés pour une année donnée (s)
Baseline - amounts requested on an on-going basis / montants demandés sur une base continue
\$K
\$K
\$K
BP Pressure, Surplus, Transfer
Description/Details, more details can be included in the Appendix.

L1	Fund	Vote	Fund Desc	CI	CI Desc	PAA
<select one>	C001	10	Grants and Contributions	423	Revenue	1.1.1
ADM(Fin)	C102	1	CF Weather Svcs	510	O&M	1.1.2
ADM(HR Civ)	C103	1	Corp Military Pay	511	Civ SWE	1.1.3
ADM(IE)	C105	1	Corp Civilian Pay	512	Res Pay	1.1.4
ADM(IM)	C107	1	Cost Moves	514	Reg Pay	1.2.1
ADM(Mat)	C108	1	Mil Family Support			1.2.2
ADM(PA)	C109	1	Morate and Welfare			1.2.3
ADM(Pol)	C110	1	Corp Reserve Pay			1.3.1
ADM(RS)	C111	1	CFHA			1.3.2
ADM(ST)	C112	1	CFHA Revenue			1.3.3
Assoc DM	C113	1	National Procurement			1.3.4
Assoc MND	C117	1	DND Recoverables			2.1.1
C Army	C118	1	Corporate Revenues			2.1.2
CANSOFCOM	C120	1	Cadets			2.1.3
CDS	C124	1	Legacy FMT			2.2.1
CFHA	C125	1	Corp Crown Liabilities			2.2.2
CFINTCOM	C127	1	Reserve Funding			2.2.3
CJOC	C134	1	HR Consolidated			2.2.4
CMJ	C135	1	NCR Accomodation			2.2.5
CMPC	C136	1	Corp Travel Services			2.2.6
Corp Sec	C137	1	NFTC			2.3.1
CorpSvcs	C138	1	NFTC Revenue			2.3.2
DM	C142	1	Health Care			3.1.1
DND CFLA	C143	1	Cdn Defence Academy			3.1.2
JAG	C150	1	SSC			3.1.3
MND	C160	1	Corp IM-IT			3.1.4
Ombudsman	C167	1	Corp Environmental			3.1.5
RCAF	C168	1	Corp Infrastructure			3.2.1
RCN	C169	1	Corp Real Prop Maint & Repair			3.2.2
SJS	C170	1	Corp Joint Ex & Trg			3.2.3
VCDS	C174	1	FMT Goose Bay			3.2.4
	C175	1	FMT Revenue			3.2.5
	C176	1	DND Recoverable Revenue			3.2.6
	C177	1	CATS			3.3.1
	C178	1	CFTS			3.3.2
	C179	1	Recoverable Revenue			3.3.3
	C180	1	CFTS Revenue			3.3.4
	C181	1	CF Pension Plan			3.3.5
	C182	1	CF Pension Plan Recovery			3.4.1
	C190	1	Operations			3.4.2
	C191	1	SOF Operations			3.4.3
	C502	5	CFHA			3.4.4
	C503	5	Capital Equipment			3.4.5
	C507	5	Cadets			4.1.1
	C512	5	Legacy FMT			4.1.2
	C513	5	National Procurement			4.1.3
	C518	5	Corp Capital Construction			4.1.4
	C523	5	National Procurement			4.1.5
	C535	5	NCR Accomodation			4.1.6



C537	5	NFTC	4.1.7
C542	5	Health Care	4.1.8
C543	5	Cdn Defence Academy	4.1.9
C560	5	Corp IM-IT	4.1.10
C590	5	Operations	4.2.1
C591	5	SOF Operations	4.2.2
L101	1	Operating V1	4.2.3
L102	1	Operating V1 Revenue	4.2.4
L105	1	Operating V1 R&D	4.2.5
L106	1	Operating V1 Regulatory Rev	4.2.6
L111	1	Operating V1 Civ Pay	4.2.7
L112	1	Operating V1 Res Pay	4.3.1
L113	1	Operating V1 Rgr Pay	4.3.2
L114	1	Operating V1 Reg Pay	4.3.3
L115	1	Operating V1 Reserves	4.3.4
L116	1	Operating V1 Rangers	4.3.5
L117	1	Operating V1 Environment	4.3.6
L118	1	Operating V1 Infrastructure	4.4.1
L119	1	Operating V1 Real Prop M&R	4.4.2
L501	5	Operating V5	4.4.3
L511	5	Operating V5 Civ Pay	4.4.4
V110	5	Vote 1 Proj Exp Accrual	5.1.1
V510	5	Minor Capital Exp Accrual	5.1.2
V511	5	Capital Exp Accrual	5.1.3
			5.2.1
			5.2.2
			6.1.1
			6.1.2
			6.1.3
			6.2.1
			6.2.2
			6.2.3
			6.2.4
			6.2.5
			6.3.1
			6.3.2
			6.3.3

## PAA Description

---

Operations to Defend Canada Against Armed Threats  
 Ongoing Defence, Security & Sovereignty of Canada Operations  
 Ongoing Defence Operations through NORAD  
 Ongoing Continental Defence Operations in Cooperation with US  
 International Operations over Extended Periods  
 International Crisis & Surge Response Operations  
 Ongoing Defence Operations through Standing NATO Commitments  
 Overarching Command & Control of Domestic & International Operations  
 Ongoing Defence Intelligence Operations  
 Operational Support Services  
 Military Diplomacy & Global Engagement  
 Domestic & Continental Assistance & Response Operations  
 International Humanitarian Assistance & Disaster Response Operations  
 Non-Combatant Evacuation Operations  
 Counter Terrorism, Terrorism Event Response & Consequence Management Operations  
 Assistance to Major Canadian Event Operations  
 National Search & Rescue Program  
 Search & Rescue Operations  
 Defence Services to other Government Departments and Agencies  
 Canadian Safety & Security Program  
 Military History, Heritage & Awareness  
 Youth Program  
 Maritime Roles - Readiness Sustainment  
 Land Roles - Readiness Sustainment  
 Aerospace Roles - Readiness Sustainment  
 Special Operations Roles - Readiness Sustainment  
 Joint & Common Roles - Readiness Sustainment  
 Maritime Environment - Integration Training  
 Land Environment - Integration Training  
 Aerospace Environment - Integration Training  
 Special Operations - Integration Training  
 Joint - Integration Training  
 International & Domestic - Interoperability Training  
 Maritime Environment - Force Element Production  
 Land Environment - Force Element Production  
 Aerospace Environment - Force Element Production  
 Special Operations - Force Element Production  
 Joint & Common - Force Element Production  
 Maritime Environment - Force Element Production, Coordination & Command & Control  
 Land Environment - Force Element Production, Coordination & Command & Control  
 Aerospace Environment - Force Element Production, Coordination & Command & Control  
 Special Operations Forces - Force Element Production, Coordination & Command & Control  
 Joint & Common - Force Elements Production, Coordination & Command & Control  
 Military Personnel - Regular Force Portfolio Management  
 Military Personnel - Reserve Force Portfolio Management  
 Military Personnel - Recruitment  
 Military Personnel - Transition & Release  
 Military Personnel - Professional Development Training  
 Military Personnel - Occupation Training

Military Personnel - Morale & Well Being  
Military Personnel - Health Care  
Organization - Security, Protection, Justice & Safety  
Military Personnel & Organization - Strategic Coordination, Development & Control  
Materiel - Portfolio Management  
Materiel - Acquisition  
Materiel - Equipment Upgrade & Insertion  
Materiel - Divestment & Disposal  
Materiel - Engineering, Test, Production & Maintenance  
Materiel - Inventory Management & Distribution  
Materiel - Strategic Coordination, Development & Control  
Real Property - Portfolio Management  
Real Property - Acquisition  
Real Property - Divestment & Disposal  
Real Property - Operations, Maintenance & Repair  
Real Property - Environment & Remediation  
Real Property - Strategic Coordination, Development & Control  
Info Systems - Portfolio Management  
Info Systems - Acquisition, Development & Deployment  
Info Systems - System Management & User Support  
Info Systems - Strategic Coordination, Development & Control  
Capability Design & Management  
Concept, Doctrine Development & Warfare Experimentation  
Science & Systems Development & Integration  
Strategic Capability Planning Support  
Strategic Force Posture Planning Support  
Management & Oversight  
Communications  
Legal Services  
Human Resources Management  
Financial Management  
Information Management  
Information Technology  
Administrative Services  
Real Property  
Material  
Acquisition

Res Type	In-Year/ Baseline	Demand Type
Civ	In-Year	BP Pressure
Reg	Baseline	Elig Paylist Exp
Res		Surplus
		Transfer



BP 2017-18 Annex B / Annexe B

Instructions

The purpose of this Annex is to request additional personnel re:  
details of the request.

Title	Titre
L1 (drop box)	N1 (liste)
Short title or Activity	Titre abrégé ou activité
Apx	Apx
PAA (drop box)	AAP (liste)
PAA Descr	descr AAP
Civ	
Res FT	
Res PT	
Reg	
Description or Additional Notes	Description ou notes supplémentaires

sources. Each "Activity" or "Item" should be accompanied by a supporting Appendix which clearly outlines the

Instructions
Select your L1
short title for your pressure, max 60 characters
Related Appendix (A# or B#)
see PAA chart
<b>will populate based on PAA Sub-Sub Program selected</b>
# of additional Civilian FTE requested
# of additional Reserve Force Full Time requested
# of additional Reserve Force Part Time requested
# of additional Regular Force required, normal EC cycle applies, this is for visibility only
Description/Details, more details can be included in the Appendix.

L1	Fund	Vote	Fund Desc	CI	CI Desc	PAA
<select one>	C001	10	Grants and Contributions	423	Revenue	1.1.1
ADM(Fin)	C102	1	CF Weather Svcs	510	O&M	1.1.2
ADM(HR Civ)	C103	1	Corp Military Pay	511	Civ SWE	1.1.3
ADM(IE)	C105	1	Corp Civilian Pay	512	Res Pay	1.1.4
ADM(IM)	C107	1	Cost Moves	514	Reg Pay	1.2.1
ADM(Mat)	C108	1	Mil Family Support			1.2.2
ADM(PA)	C109	1	Morate and Welfare			1.2.3
ADM(Pol)	C110	1	Corp Reserve Pay			1.3.1
ADM(RS)	C111	1	CFHA			1.3.2
ADM(ST)	C112	1	CFHA Revenue			1.3.3
Assoc DM	C113	1	National Procurement			1.3.4
Assoc MND	C117	1	DND Recoverables			2.1.1
C Army	C118	1	Corporate Revenues			2.1.2
CANSOFCOM	C120	1	Cadets			2.1.3
CDS	C124	1	Legacy FMT			2.2.1
CFHA	C125	1	Corp Crown Liabilities			2.2.2
CFINTCOM	C127	1	Reserve Funding			2.2.3
CJOC	C134	1	HR Consolidated			2.2.4
CMJ	C135	1	NCR Accomodation			2.2.5
CMPC	C136	1	Corp Travel Services			2.2.6
Corp Sec	C137	1	NFTC			2.3.1
CorpSvcs	C138	1	NFTC Revenue			2.3.2
DM	C142	1	Health Care			3.1.1
DND CFLA	C143	1	Cdn Defence Academy			3.1.2
JAG	C150	1	SSC			3.1.3
MND	C160	1	Corp IM-IT			3.1.4
Ombudsman	C167	1	Corp Environmental			3.1.5
RCAF	C168	1	Corp Infrastructure			3.2.1
RCN	C169	1	Corp Real Prop Maint & Repair			3.2.2
SJS	C170	1	Corp Joint Ex & Trg			3.2.3
VCDS	C174	1	FMT Goose Bay			3.2.4
	C175	1	FMT Revenue			3.2.5
	C176	1	DND Recoverable Revenue			3.2.6
	C177	1	CATS			3.3.1
	C178	1	CFTS			3.3.2
	C179	1	Recoverable Revenue			3.3.3
	C180	1	CFTS Revenue			3.3.4
	C181	1	CF Pension Plan			3.3.5
	C182	1	CF Pension Plan Recovery			3.4.1
	C190	1	Operations			3.4.2
	C502	5	CFHA			3.4.3
	C503	5	Capital Equipment			3.4.4
	C507	5	Cadets			3.4.5
	C512	5	Legacy FMT			4.1.1
	C513	5	National Procurement			4.1.2
	C518	5	Corp Capital Construction			4.1.3
	C523	5	National Procurement			4.1.4
	C535	5	NCR Accomodation			4.1.5



C537	5	NFTC	4.1.6
C542	5	Health Care	4.1.7
C543	5	Cdn Defence Academy	4.1.8
C560	5	Corp IM-IT	4.1.9
C590	5	Operations	4.1.10
L101	1	Operating V1	4.2.1
L102	1	Operating V1 Revenue	4.2.2
L105	1	Operating V1 R&D	4.2.3
L106	1	Operating V1 Regulatory Rev	4.2.4
L111	1	Operating V1 Civ Pay	4.2.5
L112	1	Operating V1 Res Pay	4.2.6
L113	1	Operating V1 Rgr Pay	4.2.7
L114	1	Operating V1 Reg Pay	4.3.1
L115	1	Operating V1 Reserves	4.3.2
L116	1	Operating V1 Rangers	4.3.3
L117	1	Operating V1 Environment	4.3.4
L118	1	Operating V1 Infrastructure	4.3.5
L119	1	Operating V1 Real Prop M&R	4.3.6
L501	5	Operating V5	4.4.1
L511	5	Operating V5 Civ Pay	4.4.2
V110	5	Vote 1 Proj Exp Accrual	4.4.3
V510	5	Minor Capital Exp Accrual	4.4.4
V511	5	Capital Exp Accrual	5.1.1
			5.1.2
			5.1.3
			5.2.1
			5.2.2
			6.1.1
			6.1.2
			6.1.3
			6.2.1
			6.2.2
			6.2.3
			6.2.4
			6.2.5
			6.3.1
			6.3.2
			6.3.3

## PAA Description

---

Operations to Defend Canada Against Armed Threats  
 Ongoing Defence, Security & Sovereignty of Canada Operations  
 Ongoing Defence Operations through NORAD  
 Ongoing Continental Defence Operations in Cooperation with US  
 International Operations over Extended Periods  
 International Crisis & Surge Response Operations  
 Ongoing Defence Operations through Standing NATO Commitments  
 Overarching Command & Control of Domestic & International Operations  
 Ongoing Defence Intelligence Operations  
 Operational Support Services  
 Military Diplomacy & Global Engagement  
 Domestic & Continental Assistance & Response Operations  
 International Humanitarian Assistance & Disaster Response Operations  
 Non-Combatant Evacuation Operations  
 Counter Terrorism, Terrorism Event Response & Consequence Management Operations  
 Assistance to Major Canadian Event Operations  
 National Search & Rescue Program  
 Search & Rescue Operations  
 Defence Services to other Government Departments and Agencies  
 Canadian Safety & Security Program  
 Military History, Heritage & Awareness  
 Youth Program  
 Maritime Roles - Readiness Sustainment  
 Land Roles - Readiness Sustainment  
 Aerospace Roles - Readiness Sustainment  
 Special Operations Roles - Readiness Sustainment  
 Joint & Common Roles - Readiness Sustainment  
 Maritime Environment - Integration Training  
 Land Environment - Integration Training  
 Aerospace Environment - Integration Training  
 Special Operations - Integration Training  
 Joint - Integration Training  
 International & Domestic - Interoperability Training  
 Maritime Environment - Force Element Production  
 Land Environment - Force Element Production  
 Aerospace Environment - Force Element Production  
 Special Operations - Force Element Production  
 Joint & Common - Force Element Production  
 Maritime Environment - Force Element Production, Coordination & Command & Control  
 Land Environment - Force Element Production, Coordination & Command & Control  
 Aerospace Environment - Force Element Production, Coordination & Command & Control  
 Special Operations Forces - Force Element Production, Coordination & Command & Control  
  
 Joint & Common - Force Elements Production, Coordination & Command & Control  
 Military Personnel - Regular Force Portfolio Management  
 Military Personnel - Reserve Force Portfolio Management  
 Military Personnel - Recruitment  
 Military Personnel - Transition & Release  
 Military Personnel - Professional Development Training

Military Personnel - Occupation Training  
Military Personnel - Morale & Well Being  
Military Personnel - Health Care  
Organization - Security, Protection, Justice & Safety  
Military Personnel & Organization - Strategic Coordination, Development & Control  
Materiel - Portfolio Management  
Materiel - Acquisition  
Materiel - Equipment Upgrade & Insertion  
Materiel - Divestment & Disposal  
Materiel - Engineering, Test, Production & Maintenance  
Materiel - Inventory Management & Distribution  
Materiel - Strategic Coordination, Development & Control  
Real Property - Portfolio Management  
Real Property - Acquisition  
Real Property - Divestment & Disposal  
Real Property - Operations, Maintenance & Repair  
Real Property - Environment & Remediation  
Real Property - Strategic Coordination, Development & Control  
Info Systems - Portfolio Management  
Info Systems - Acquisition, Development & Deployment  
Info Systems - System Management & User Support  
Info Systems - Strategic Coordination, Development & Control  
Capability Design & Management  
Concept, Doctrine Development & Warfare Experimentation  
Science & Systems Development & Integration  
Strategic Capability Planning Support  
Strategic Force Posture Planning Support  
Management & Oversight  
Communications  
Legal Services  
Human Resources Management  
Financial Management  
Information Management  
Information Technology  
Administrative Services  
Real Property  
Material  
Acquisition

Res Type	In-Year/ Baseline	Demand Type
Civ	In-Year	BP Pressure
Reg	Baseline	Elig Paylist Exp
Res		Surplus
		Transfer



## Annex C / Annexe C

### Defence Renewal Initiatives /Initiatives

The purpose of this Annex is to identify expected to be returned to L0 for re-im

Le but de cette annexe est d'identifier l'économies qui en résultent qui devraie

Field
Level 1 / Niveau 1
Initiative
Description
\$K
Reg F
Res F
Civ FTE

de renouvellement de la Défense

L1 Investment in Defence Renewal activities and the resulting savings that are  
vestment.

.1 Investissement dans les activités de renouvellement de la Défense et les  
nt être retournés à L0 de ré-investissement.

Description
Level 1 / Niveau 1
Initiative Name / Nom initiative
Short description of the Initiative / Brève description de l'Initiative
\$ Invested / \$ Expected Savings / \$ Investi / Economies \$ attendus
# Invested / # Expected Savings / # Investi / Economies # attendus
# Invested / # Expected Savings / # Investi / Economies # attendus
# Invested / # Expected Savings / # Investi / Economies # attendus





L1	Resource Type
ADM(Fin)	Financial
ADM(HR Civ)	Reg F
ADM(IE)	Res F
ADM(IM)	Civ FTE
ADM(Mat)	
ADM(PA)	
ADM(Pol)	
ADM(RS)	
ADM(S&T)	
Assoc DM	
Assoc MND	
C Army	
CANSOFCOM	
CDS	
CFHA	
CFINTCOM	
CJOC	
CMJ	
CMPC	
Corp Sec	
CorpSvcs	
DM	
DND CFLA	
JAG	
MND	
Ombudsman	
RCAF	
RCN	
SJS	
VCDS	

Annex D / Annexe D

**s.21(1)(d)**

## L1 Priorities & Defence Plan Initiatives

Please add lines if required when completing.

[illegible]

hA Taylor, CFWA  
Dec 5, 2016

## BP 2016-17 Annex D / Annexe D

### Instructions

The purpose of this Annex is to identify L1 Priorities  
Plan Annex A, you should have an entry in this Anne

Title
L1 (drop box)
Defence Plan Serial
Defence Plan Description
Resp Posn
New / Existing
PAA / AAP
PAA Descr / descr AAP
L1/N1 Initiative Description
Expected Results/ Résultats Attendus
Performance Indicators/ Indicateurs de performance
Target / cible
Threshold / seuil
Methodology / méthodologie
Description or Additional Notes / Description ou notes supplémentaires

and Initiatives supporting their role in the Defence Plan. If your L1 has been assigned a task in the Defence  
x.

Instructions
L1 Name from drop down menu
Defence Plan Annex A task serial via drop down menu (from Defence Plan Annex A)
Short description of Defence Plan task (auto fill)
Identify Directorate or DG responsible for carrying out the Initiative (for example ... DGAEPM, DG Fin Ops, etc) that can be contacted if questions arise.
New or Existing Initiative
Select PAA SSP from drop down menu
Short description of PAA SSP (auto fill)
Short description of L1 Initiative link to fulfilling the Defence Plan task
Articulate the outcome that an initiative is designed to achieve
Qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of the L1 initiative. Multiple indicators can be assigned for L1 initiatives (if needed).
Level of performance that an organization aims to achieve from its initiative
Levels of tolerance relative to a performance indicators target. (For example 80 – 100% of target = green, 60 – 80% of target = yellow, 0 – 60% of target = red)
Detailed summary of how you plan on measuring the performance indicator you have created

L1	DP	DP Descr	PAA
<select one>	DP-1	Goals and priorities for functional areas	1.1.1
ADM(Fin)-CFO	DP-2	Evolve CDS FP&R	1.1.2
ADM(HR Civ)	DP-3	Strategic Orientation Look Ahead (SOLA)	1.1.3
ADM(IE)	DP-4	Domestic and directed international operations	1.1.4
ADM(IM)	DP-5	Develop and maintain high readiness maritime, land, air, SOF and joint forces	1.2.1
ADM(Mat)	DP-6	Leverage joint training endeavours in order to achieve their objectives	1.2.2
ADM(PA)	DP-7	Design, direct, and execute a joint exercise and training programme to ensure CAF joint operational readiness in Horizon 1	1.2.3
ADM(Pol)	DP-8	Examine the impact and scope of Hybrid Warfare	1.3.1
ADM(RS)	DP-9	Development and implementation of the NCR Level 0/Level 1 interim Business Continuity Plan (BCP)	1.3.2
ADM(ST)	DP-10	Identify security risks through the security risk management process	1.3.3
Assoc DM	DP-11	Achieve steady-state with the Defence Security Program	1.3.4
Assoc MND	DP-12	Direct force protection levels	2.1.1
C Army	DP-13	Exercises and operations in support of maintaining and enhancing Canada's sovereignty	2.1.2
CANSOFCOM	DP-14	Sovereignty operations in support of maintaining and enhancing national sovereignty	2.1.3
CDS	DP-15	RCAF support to NORAD	2.2.1
CFHA	DP-16	Implementation of innovations	2.2.2
CFINTCOM	DP-17	Establishment of emerging capabilities	2.2.3
CJOC	DP-18	Develop and aggressively execute a long-term, holistic, affordable acquisition plan	2.2.4
CMJ	DP-19	Acquisition plan to establishing future departmental and CAF capabilities	2.2.5
CMP	DP-20	FP&R directive to aid in the identification of readiness levels	2.2.6
Corp Sec	DP-21	Departmental effort to enhance materiel accountability	2.3.1
Corp Svcs	DP-22	Transformation process improvement initiatives	2.3.2
DM	DP-23	Recruiting and retention initiatives	3.1.1
DND CFLA	DP-24	Recruiting / Training system	3.1.2
JAG	DP-25	Multi-Year Establishment Plan (MYEP)	3.1.3

MND	DP-26	Comprehensive review of Primary Reserve employment	3.1.4
NSS	DP-27	Strengthening the Reserves	3.1.5
Ombudsman	DP-28	Cadet Renewal initiative	3.2.1
RCAF	DP-29	Efficiencies in training and education, health care and other military personnel functions	3.2.2
RCN	DP-30	Streamline civilian training	3.2.3
SJS	DP-31	Leadership in building a modern, efficient, and high-performing workforce / Blueprint 2020 vision	3.2.4
VCDS	DP-32	Civilian workforce change management	3.2.5
	DP-33	Invest civilian growth in new and emerging areas	3.2.6
	DP-34	Review processes to reduce administrative requirements to the minimum level	3.3.1
	DP-35	Support diversity, and more broadly a civilian workforce that is reflective of Canada's population.	3.3.2
	DP-36	Demonstrate progressive, respectful environment	3.3.3
	DP-37	Access to quality health care, including mental health	3.3.4
	DP-38	Centralized management of Real Property	3.3.5
	DP-39	Timetable that specifies the initiatives and expected process and organizational savings	3.4.1
	DP-40	Develop a business renewal plan	3.4.2
	DP-41	Develop and advise IRMC on prudent targets for investment	3.4.3
	DP-42	National Capital Region (NCR) Accommodation Strategy	3.4.4
	DP-43	Move of National Defence Headquarters elements to Carling Campus.	3.4.5
	DP-44	Implement the departmental Chief Information Officer (CIO) model	4.1.1
	DP-45	Delivery, establishment, implementation and support of robust Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Cyber and information security capabilities	4.1.2
	DP-46	Options for consolidating and incorporating Cyber capabilities – including FG, FE and concept of operations for CAF operations	4.1.3

DP-47	Resolution of IM/IT security risks by successfully implementing risk treatment plans	4.1.4
DP-48	Integrate Business Intelligence/Analytics, Real Property and HR functionality into DRMIS	4.1.5
DP-49	Recommendations to IRMC on re- setting the three year Departmental resource allocations	4.1.6
DP-50	Phase One of PAPR	4.1.7
DP-51	Institute updates to resource governance bodies	4.1.8
DP-52	Implementation of the Independent Review Panel	4.1.9
DP-53	Operationalize the new Defence Procurement Strategy	4.1.10
DP-54	DND/CAF Strategy/Strategic Planning Framework	4.2.1
DP-55	Strategic Public Affairs Plan	4.2.2
DP-56	DR Initiatives - update savings targets	4.2.3
DP-57	Renewal activity reinvestment framework	4.2.4
DP-58	DR Reporting	4.2.5
DP-59	Level 1 contribution to the Inter- Component Capability Transfer and MYEP processes	4.2.6
DP-60	Defence Renewal Objectives.	4.2.7
		4.3.1
		4.3.2
		4.3.3
		4.3.4
		4.3.5
		4.3.6
		4.4.1
		4.4.2
		4.4.3
		4.4.4
		5.1.1
		5.1.2
		5.1.3
		5.2.1
		5.2.2
		6.1.1
		6.1.2
		6.1.3
		6.2.1
		6.2.2
		6.2.3
		6.2.4
		6.2.5
		6.3.1

6.3.2  
6.3.3



## **PAA Description**

---

Operations to Defend Canada Against Armed Threats

Ongoing Defence, Security & Sovereignty of Canada Operations  
Ongoing Defence Operations through NORAD

Ongoing Continental Defence Operations in Cooperation with US

International Operations over Extended Periods

International Crisis & Surge Response Operations

Ongoing Defence Operations through Standing NATO Commitments

Overarching Command & Control of Domestic & International Operations

Ongoing Defence Intelligence Operations

Operational Support Services

Military Diplomacy & Global Engagement

Domestic & Continental Assistance & Response Operations  
International Humanitarian Assistance & Disaster Response Operations

Non-Combatant Evacuation Operations

Counter Terrorism, Terrorism Event Response & Consequence Management Operations  
Assistance to Major Canadian Event Operations  
National Search & Rescue Program

Search & Rescue Operations

Defence Services to other Government Departments and Agencies

Canadian Safety & Security Program

Military History, Heritage & Awareness

Youth Program

Maritime Roles - Readiness Sustainment  
Land Roles - Readiness Sustainment  
Aerospace Roles - Readiness Sustainment

Special Operations Roles - Readiness Sustainment

Joint & Common Roles - Readiness Sustainment

Maritime Environment - Integration Training

Land Environment - Integration Training

Aerospace Environment - Integration Training

Special Operations - Integration Training

Joint - Integration Training

International & Domestic - Interoperability Training

Maritime Environment - Force Element Production

Land Environment - Force Element Production

Aerospace Environment - Force Element Production

Special Operations - Force Element Production

Joint & Common - Force Element Production

Maritime Environment - Force Element Production, Coordination & Command & Control

Land Environment - Force Element Production, Coordination & Command & Control

Aerospace Environment - Force Element Production, Coordination & Command & Control

Special Operations Forces - Force Element Production, Coordination & Command & Control

Joint & Common - Force Elements Production, Coordination & Command & Control

Military Personnel - Regular Force Portfolio Management

Military Personnel - Reserve Force Portfolio Management

Military Personnel - Recruitment

Military Personnel - Transition & Release

Military Personnel - Professional Development Training

Military Personnel - Occupation Training

Military Personnel - Morale & Well Being

Military Personnel - Health Care

Organization - Security, Protection, Justice & Safety

Military Personnel & Organization - Strategic Coordination, Development & Control

Materiel - Portfolio Management

Materiel - Acquisition

Materiel - Equipment Upgrade & Insertion

Materiel - Divestment & Disposal

Materiel - Engineering, Test, Production & Maintenance

Materiel - Inventory Management & Distribution

Materiel - Strategic Coordination, Development & Control

Real Property - Portfolio Management

Real Property - Acquisition

Real Property - Divestment & Disposal

Real Property - Operations, Maintenance & Repair

Real Property - Environment & Remediation

Real Property - Strategic Coordination, Development & Control

Info Systems - Portfolio Management

Info Systems - Acquisition, Development & Deployment

Info Systems - System Management & User Support

Info Systems - Strategic Coordination, Development & Control

Capability Design & Management

Concept, Doctrine Development & Warfare Experimentation

Science & Systems Development & Integration

Strategic Capability Planning Support

Strategic Force Posture Planning Support

Management & Oversight

Communications

Legal Services

Human Resources Management

Financial Management

Information Management

Information Technology

Administrative Services

Real Property

## Material Acquisition

**s.21(1)(d)**

## HOSPITALITY EVENTS PLANNED FOR FY 2017-18

[illegible]

HA Taylor, CFLA  
Dec 5, 2016

[illegible]

## **HOSPITALITY PLAN FY 2016-17**

### **COMPLETION INSTRUCTIONS**

**(1) ITEM #**

Event number for future reference.

**(2) LEVEL ONE ADVISOR**

Select from drop-down menu.

**(3) ORGANIZATIONAL UNIT**

Specify the organization hosting the event.

**(4) PURPOSE AND NATURE OF HOSPITALITY**

Indicate how the hospitality event will assist in the conducting of DND/CF business and describe the hospitality provided.

**(5) # OF OCCURRENCES**

Indicate the number of times this hospitality event will occur during the fiscal year.

**(6) DATE**

Date of the hospitality event (e.g. 17 May 16)

**(7) LOCATION**

Location of the hospitality event (e.g. WO & Sgts Mess, Ottawa)

**(8) # OF HOSTS**

Host is defined as:

- a. A federal government person who receives and/or entertains an external party/person(s) as a guest of the DND/CF.
- b. A spouse or accompanying person of a federal government person.
- c. A volunteer, except where DND/CF recognizes the contribution under the provision of paragraph 44 of FAM Chapter 1017-1, Management of Hospitality Expenses.

**(9) # OF GUESTS**

Guest is defined as a person other than a host.

**(10) ESTIMATED HOSPITALITY COST**

If the hospitality event will occur more than once, indicate the estimated cost for all occurrences in total.

**(11) TOTAL INCREMENTAL DEPARTMENTAL ESTIMATED COST**

The total incremental departmental cost of the event, including both hospitality and non-hospitality expenses, per the 01 Aug 13 TB *Directive on Travel, Hospitality, Conference and Event Expenditures*.

**(12) ALCOHOL EXPENSE**

The provision of alcohol requires the approval of the MND. If the hospitality event will occur more than once, indicate the estimated cost for all occurrences in total.

**(13) REASON(S) FOR HIGHER AUTHORITY APPROVAL**

If a higher authority is required to approve the hospitality event, indicate the reason:

- a. Hospitality Cost for any single event exceeds delegated financial limit
  - b. Total Departmental Cost (including Hospitality) for any single event exceeds delegated financial limit
  - c. Alcoholic beverages
  - d. Hospitality at a federal employee's residence for government business
  - e. Costs exceeding standard cost per person (provide amount)
  - f. Costs exceeding maximum per person (provide amount)
  - g. Inclusion of spouse or other accompanying person
  - h. Personal attendance (for instance, if a L1 Advisor attends the event as a host)
  - i. Exceptional hospitality:
    - Entertainment in the form of tickets to local theatre or sporting events (see note)
    - Tours of the local area or local place(s) of interest (see note)
    - Local transportation to and/or from an event (see note)
    - Rental of a boardroom, reception room, or similar facilities to hold a hospitality event or activity and associated costs such as audio/video equipment and technical support or translation services
    - Incidentals such as flowers or candles on tables, rental of linens or cutlery, clean up costs or similar expenses
- Note: Local entertainment, tours and/or transportation should be within a 16 km (10 miles) radius from the location of the function, but must not exceed a one-way driving distance of 50 km (31 miles) from location of the event (except for the DPFL and the CFLC).

**(14) AUTHORITY LEVEL**

Select from drop-down menu the highest authority required.



**SOLICITOR-CLIENT PRIVILEGE**

**DND/CF LA**  
**Draft Business Plan**  
**2018/2019**

**8 December 2017**

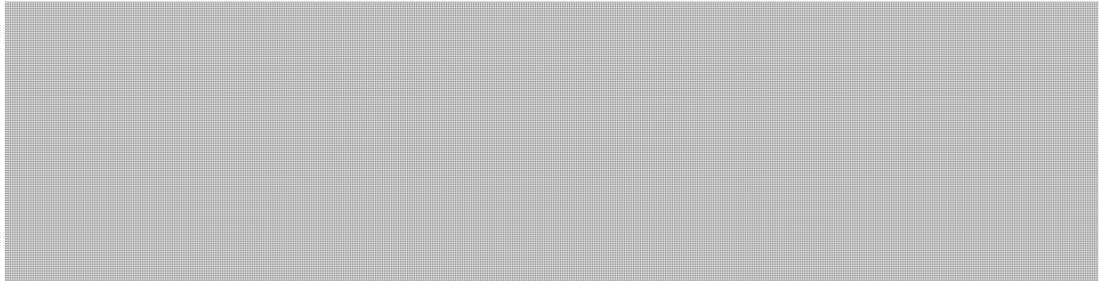
## **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY.....</b>	<b>2</b>
<b>SECTION 1 – OFFICE OF THE DND/CF LEGAL ADVISOR (DND/CF LA).....</b>	<b>7</b>
1. <i>Who Is the DND/CF Legal Advisor.....</i>	7
2. <i>The DND/CF LA Mission.....</i>	8
3. <i>Accountability, Responsibility and Authority.....</i>	8
<b>SECTION 2 – LEGAL SERVICES GROUPS TO SUPPORT DND/CAF .....</b>	<b>9</b>
4. <i>Legal Services Groups.....</i>	9
4.1 <i>Commercial Law Advisory Services.....</i>	10
4.2 <i>Claims and Civil Litigation .....</i>	11
4.3 <i>Public Law Advisory Services.....</i>	12
4.4 <i>National Defence Regulatory Services.....</i>	15
<b>SECTION 3 – SUPPORTING THE MND MANDATE LETTER AND THE DEFENCE POLICY - STRONG, SECURE, ENGAGED (SSE).....</b>	<b>16</b>
5. <i>Legal Support for the Mandate Letter.....</i>	16
5.1 <i>Ensuring that the CAF is equipped and prepared to defend Canadian sovereignty, defend North America, support peace operations, and contribute to the security of our allies and to allied and coalition operations abroad.....</i>	16
5.2 <i>Establish and maintain a workplace free from harassment and discrimination.....</i>	17
5.3 <i>Renewed nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.....</i>	17
5.4 <i>Work with colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities.....</i>	18
5.5 <i>Ensure a close link between defence policy, foreign policy, and national security.....</i>	19
6. <i>Legal support for Canada's Defence Policy: Strong, Secure Engaged (SSE).....</i>	19
6.1 <i>Well-Supported, Diverse, Resilient People and Families.....</i>	19
6.2 <i>Long-Term Investments to Enhance the Canadian Armed Forces Capabilities and Capacity.....</i>	22

6.3 <i>Anticipate</i> .....	24
6.4 <i>Adapt</i> .....	25
6.5 <i>Global Defence Engagement</i> .....	28

<b>SECTION 4 – DND/CF LA RISKS TO LEGAL SERVICES DELIVERY AND MITIGATION .....</b>	<b>28</b>
--	-----------

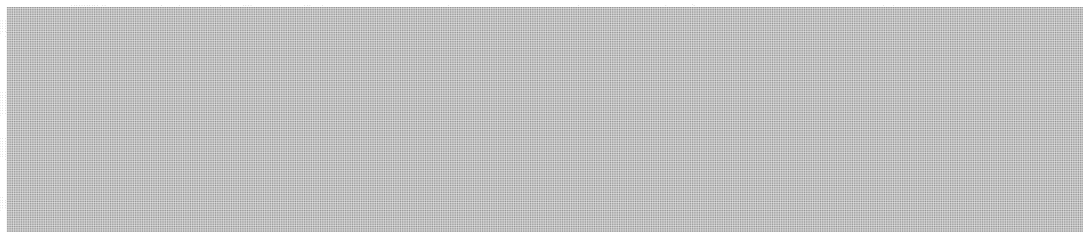
s.21(1)(d)



<b>SECTION 5 – HOSPITALITY REQUIREMENTS .....</b>	<b>35</b>
<b>SECTION 5 – CONCLUSION .....</b>	<b>35</b>

## EXECUTIVE SUMMARY

DND/CF LA is seeking some additional funding for 2018/19 in the amount of \$100,000 for civilian pay funding in fund L111 and it is seeking: **s.21(1)(d)**



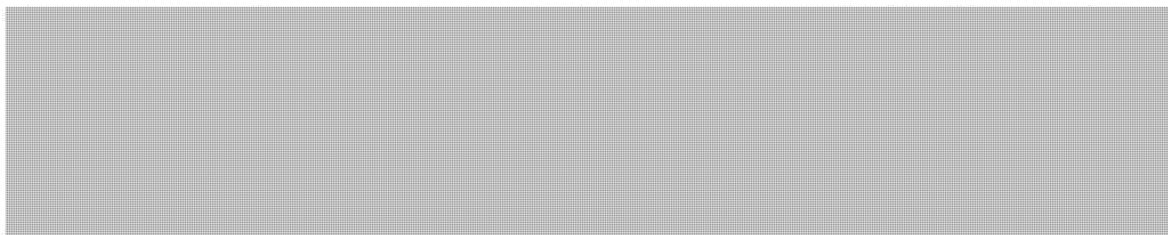
The business line of the Office of the DND/CF Legal Advisor (DND/CF LA) is the provision of legal services to DND/CAF by way of legal advisory, litigation and legislative services.

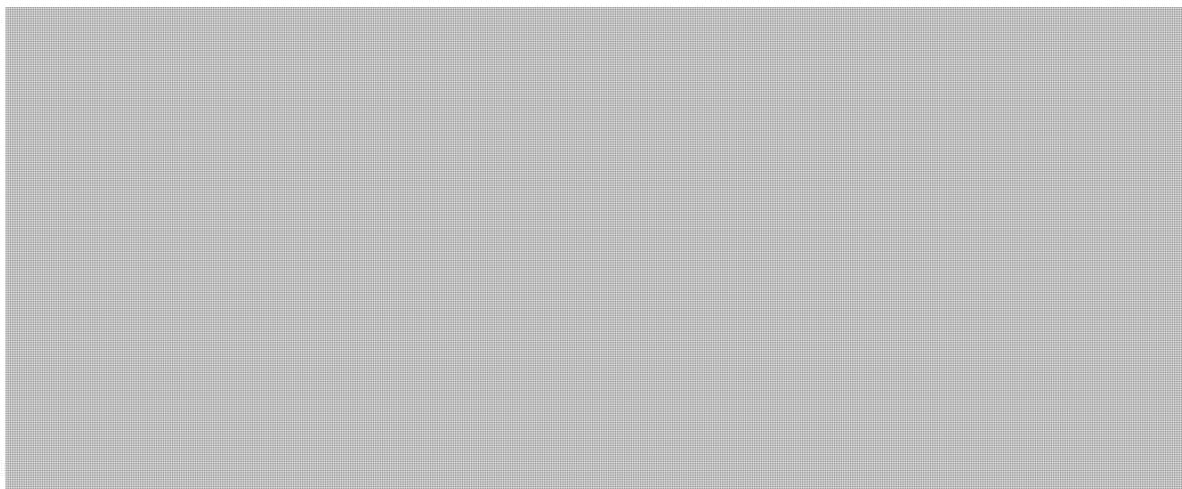
The principal resources required by DND/CF LA to deliver legal services are the costs of human resources (DND staff and Department of Justice (Justice) lawyer salaries), and the funding required for the management of litigation and the settlement of claims as provided in Account C125.

This L1 organization is unique within the DND/CAF environment. DND/CF LA is a Departmental Legal Services Unit (DLSU) of Justice. The L1 (Senior General Counsel) is an employee of Justice, as are all non-military legal counsel. DND/CF LA does not operate programs, does not acquire equipment, and does not manage capital projects or infrastructure holdings. Rather, DND/CF LA does provide critical legal services and support to the various DND/CAF branches that perform the aforementioned tasks.

More than 95% of the O&M budget of DND/CF LA is used to pay the costs related to the salaries of Justice legal counsel, who make up approximately two-thirds of DND/CF LA, while the SWE is utilized to manage its DND employees who provide paralegal and other vital business and supporting services.

### Risks and Pressures:

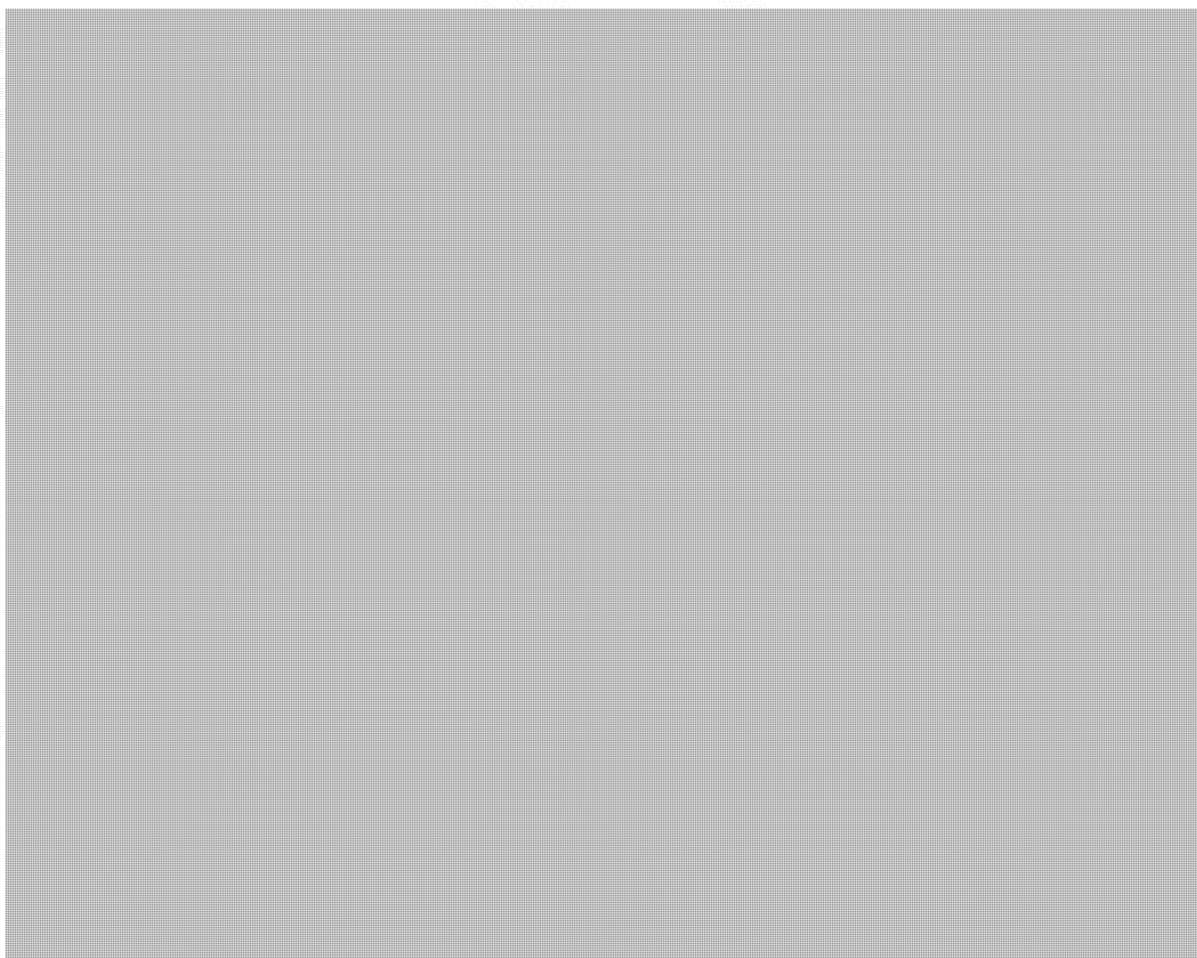




As part of Managing Demand, an initiative of the TBS-mandated Legal Services Review at Justice, DND/CF LA is working to implement efficiencies and cost-savings measures, which are described in more detail below. As well, a Memorandum of Understanding (MOU) between Justice and DND respecting the provision of legal services was signed in 2017 with an expiry date of March 31, 2022.

s.21(1)(d)

s.23



**Page 88**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Page 89**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



## **SECTION 1: THE OFFICE OF THE DEPARTMENT OF NATIONAL DEFENCE / CANADIAN FORCES LEGAL ADVISOR (DND/CF LA)**

### **1. WHO IS THE DND/CF LEGAL ADVISOR**

The Office of the DND/CF Legal Advisor (DND/CF LA) is a part of the Public Safety, Defence and Immigration (PSDI) Portfolio of Justice and is referred to as a Departmental Legal Services Unit (DLSU) co-located within the client department, Department of National Defence/Canadian Armed Forces (DND / CAF). Both Justice and the Office of the Judge Advocate General (JAG) provide legal services to DND and the CAF under section 6.3 of the current departmental Program Alignment Architecture (PAA), as reflected in the MOU signed by Justice and DND/CAF in 2017. DND/CF LA provides legal services to DND/CAF in all areas of the law except those related to military law, military discipline and the military justice system, for which the JAG is responsible.

DND/CF LA is a unique organization within DND/CAF as it is a hybrid organization led by an Executive Director and Senior General Counsel as the Level 1, who is an employee of Justice. DND/CF LA is also unique because it is staffed by civilian lawyers, i.e. public



servants, who are Justice employees, as well as military legal officers, who are assigned to DND/CF LA from the JAG. DND/CF LA is also staffed with paralegals, administrative and financial personnel, who are DND civilian employees and support the important legal work of Justice Counsel and JAG Legal Officers.

As a part of Justice, DND/CF LA draws on a network of subject-matter legal experts located centrally at Justice Headquarters, in Justice Regional Offices across Canada and at other DLSUs.

Additionally, the National Defence Regulations Section (NDRS), a satellite office of the Justice Legislative Services Branch, is co-located within DND/CF LA, and works collaboratively with JAG and DND/CF LA in the provision of legal services related to the development, drafting and legal examination of federal regulations and Orders in Council.

## **2. THE DND/CF LA MISSION**

The mission of DND/CF LA is grounded in the Justice mission to:

- support the Minister of Justice in working to ensure that Canada is a just and law-abiding society with an accessible, efficient and fair system of justice;
- provide high-quality legal services and counsel to the government and to client departments and agencies; and
- promote respect for rights and freedoms, the law and the Constitution.

Specifically, DND/CF LA's mission is to provide objective and strategic legal advice and services to our DND/CAF clients to enable them to achieve their mission in accordance with the law.

The accomplishment of DND/CF LA responsibilities further requires high standards of professional performance, which must be in compliance with the relevant provincial law society Codes of Professional Conduct, various Treasury Board of Canada policies and directives, as well as DND/CAF, Justice and DND/CF LA policies and standard operating procedures.

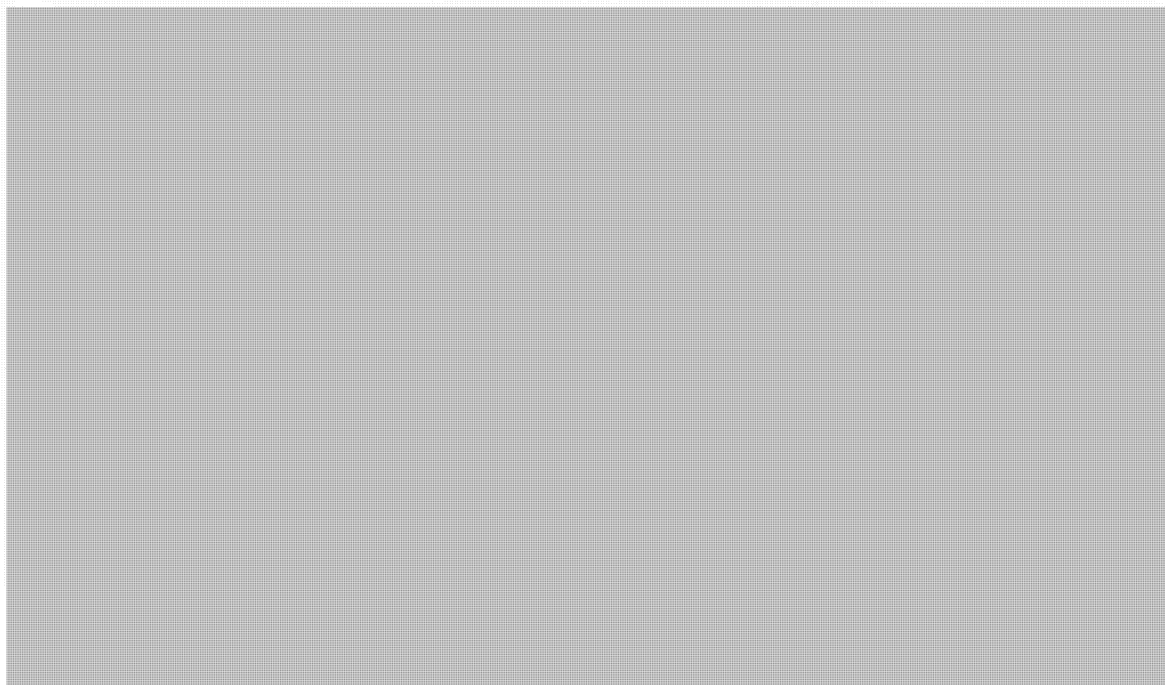
## **3. ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY**

DND/CF LA provides legal advice to the Minister of National Defence (MND), the Associate Minister, Deputy Minister (DM), the Senior Associate Deputy Minister (SADM), the Associate Deputy Minister and the Assistant Deputy Ministers (ADMs) of National Defence, the Chief of Defence Staff (CDS), the Vice-Chief of the Defence Staff (VCDS), other Level 1 organizations, and is accountable to the DM of National Defence for the proper management of DND's human and financial resources.

This responsibility also includes the management of a DND account designated for use in paying the costs of some Justice legal service providers to DND/CAF as well as claims settlements and *ex gratia* payments (C125).

Unlike other LIs at National Defence, DND/CF LA ultimately reports to the ADM of the PSDI Portfolio of Justice, to whom DND/CF LA is accountable for the proper management of Justice human and financial resources, and for the quality of legal services provided by DND/CF LA.

s.21(1)(d)



## **SECTION 2: LEGAL SERVICES TO SUPPORT DND/CAF**

### **4. LEGAL SERVICES GROUPS**

DND/CF LA will provide crucial legal services to support DND/CAF in achieving the mandate of the MND, as well as supporting SSE, and the Defence Plan. Likewise, DND/CF LA will protect the interests of the Crown with respect to the specific priorities, activities and initiatives highlighted within SSE.

The issues mentioned in the Executive Summary to which DND/CF LA will be providing legal services and support all involve important elements of the MND Mandate Letter, and initiatives within SSE. Moreover, DND/CF LA will enable DND/CAF to manage

legal risks in any number of areas that could be costly, delay DND/CAF in meeting their objectives for 2018/19 and ongoing, or be harmful to the reputation of DND/CAF.

DND/CF LA will fulfil this commitment to DND/CAF and to SSE through the delivery of legal services provided by its various teams:

- 4.1 Commercial Law Advisory Services (CLAS)
- 4.2 Claims and Civil Litigation (CCL)
- 4.3 Public Law Advisory Services (PLAS). PLAS includes the following groups:
  - 4.3.1 Public and Labour Law (PLL)
  - 4.3.2 National Security Law (NSL)
  - 4.3.3 Legal Advisory Services (LAS). LAS includes the following groups:
    - 4.3.3.1 Aboriginal Legal Advisory Services (ALAS)
    - 4.3.3.2 Canadian Forces Health Services Legal Advisory Services (CFHSLAS)
    - 4.3.3.3 Cadets and Reserves Legal Advisory Services (CRLAS)
    - 4.3.3.4 Legislative Support & DAOD Review Services (LS&DRS)
- 4.4 National Defence Regulations Section (NDRS)

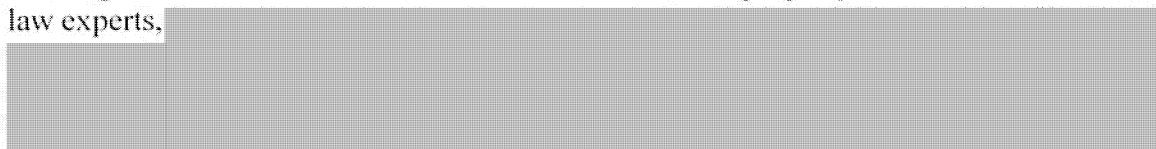
The legal teams that comprise DND/CF LA will continue to work together, and with other sections of Justice and the JAG, drawing on different areas of expertise, to ensure that DND/CAF receives high-quality and timely legal services as efficiently and cost-effectively as possible in accordance with the signed MOU.

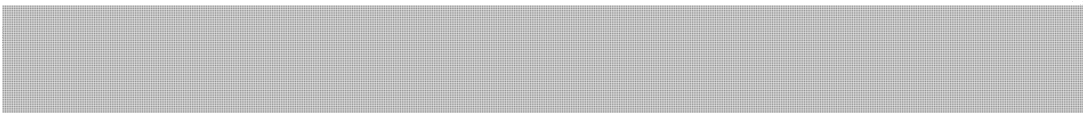
#### **4.1 Commercial Law Advisory Services (CLAS)**

The Commercial Law Advisory Group (CLAS) is composed of legal experts dealing with contracting and procurement, materiel, environmental, real property, and financial legal issues. In addition, CLAS works on CF Morale and Welfare Services (CFMWS) issues, particularly how they relate to their Non-Public Property (NPP) contracting, procurement and real property activities. CLAS is headed by a Director and Senior Counsel (DCLAS) who reports directly to DND/CF LA. CLAS provides legal advice both to Level 1s and directly to the CAF, often in collaboration with JAG officers located in the regions or outside of Canada, as well as Justice regional offices.

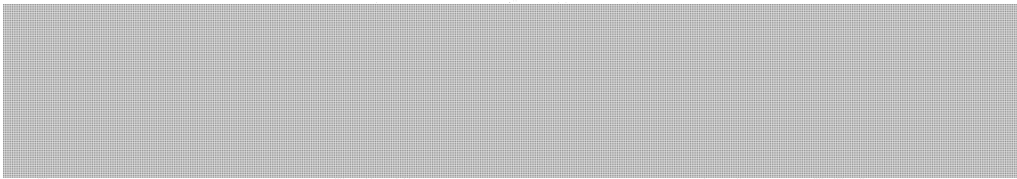
s.23

Although CLAS is a small team of commercial law, real property law and environmental law experts,





Between November 1, 2016 and October 31, 2017, CLAS opened up 313 new files, which is an increase of 38% over the same period last year, and spent:



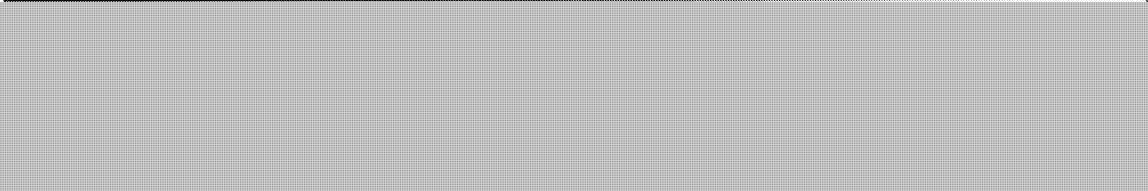
In addition to all of the above, and particularly in support of the “Anticipate” theme in SSE, CLAS will provide the following services to the DND/CAF:

- learning sessions on “Legal Requirements of Contracting” as offered through the Learning and Career Centre (LCC) and the Canada School of Public Service (CSPS) Asticou Centre;
- legal training on specific, client-focussed issues as required; and
- develop and revise procedures and templates with respect to contracting and procurement as a result of the increase in authority to \$5M granted by the Minister of Public Services and Procurement Canada (PSPC) to DND/CAF.

#### **4.2 Claims and Civil Litigation (CCL)**

Claims resolution and litigation support services are provided by the Claims and Civil Litigation section (CCL). It is responsible for the proper management of all claims and litigation by and against the Crown. CCL is headed by a Director and Senior Counsel (DCCL) who reports directly to DND/CF LA.

In managing claims and civil litigation, CCL works closely with the various L1s in the DND/CAF, as well as JAG, the regional Justice litigators, and other units of Justice. CCL assesses legal risk, reviews proceedings, collects and assembles documents, prepares witnesses, briefs senior management (both military and civilian) and the Minister, provides instructions on behalf of DND/CAF to litigators, and coordinates with other departments and central agencies. Additionally, many cases are settled directly by CCL prior to litigation being commenced, which serves to ensure prompt resolution of conflicts, avoid costs associated with litigation, disruption to operations and negative media commentary.



Litigation can arise in any context, and as such, CCL supports all areas of DND/CAF and all aspects of SSE, but due to the general nature of litigation, it particularly deals with initiatives found within the overall theme of Well-Supported, Diverse, Resilient People and Families.

s.23

In addition to defending against litigation, CCL works on all requests by Crown servants under the *Treasury Board Policy for Legal Assistance*, and takes a lead role in recovering numerous debts and amounts owing to the Crown.

#### **4.3 Public Law Advisory Services (PLAS)**

PLAS is a Level 2 organization and is headed by the Deputy Head and General Counsel, DND/CF LA. PLAS is comprised of three teams:

- 1) Public and Labour Law (PLL)
- 2) National Security Law (NSL)
- 3) Legal Advisory Services, which itself consists of the following sub-groups:
  - a) Aboriginal Law Advisory Services (ALAS)
  - b) Canadian Forces Health Services Legal Advisory Services (CFHSLAS)
  - c) Cadets and Reserves Legal Advisor (CRLA)
  - d) Legislative Support and DAOD Review Services (LS&DRS)

##### **4.3.1 Public and Labour Law (PLL)**

PLL provides advisory services and litigation support in the area of public law, financial administration law, human rights law, official languages law, and access to information and privacy law and is headed by a Director and Senior Counsel (DPLL) who reports to the Deputy DND/CF LA. PLL supports a wide range of matters that includes significant legal services to support the Ministerial Mandate "to establish and maintain a workplace free from harassment and discrimination". Over the coming year, the demand for PLL legal services is expected to increase in scope with a focus on supporting implementation of Canada's Defence Policy: SSE. In this regard, matters of human rights law, administrative law will play particular importance in informing policy and program development in advancing the SSE objective of Well-Supported, Diverse, Resilient, People and Families, and the initiatives found within the following sub-themes:

*Recruitment, Training and Retention, Leveraging Canada's Diversity, Promoting a Culture of Leadership, Respect and Honour, and Reinventing Transition* so as to ensure a seamless transition to VAC by CAF members.

#### **4.3.2 National Security Law (NSL)**

NSL provides strategic legal advisory services and litigation support in the rapidly expanding and quickly evolving field of national security law to key DND/CAF clients including CDI and CFINTCOM, ADM (Pol), and Director General Defence Security (DGDS). Other clients include the Directorate of Parliamentary Affairs, Directorate of Strategic Analysis, and the Release & Disclosure Coordination Office (RDCO). NSL regularly works in conjunction with colleagues at the JAG on national security issues, such as defence intelligence policy and operational issues, and serves as an important conduit for DND/CAF on national security law matters to Justice, other government departments, security agencies, and law enforcement through their Justice lawyers. Of note, NSL serves the crucial function of ensuring that DND/CAF receives legal advice that is consistent with that provided to other government departments and agencies. In addition, NSL ensures that the interests and concerns of the DND/CAF in the national security field are communicated to the Justice PSDI portfolio and to other departmental LSUs to ensure the development of laws and government policies will assist the DND/CAF in carrying out its operations and programs efficiently and effectively.

s.21(1)(d)

s.23

#### **4.3.3 Legal Advisory Services (LAS)**

LAS provides legal advisory services in five practice areas. The directorate is headed by the Director (DLAS), a JAG legal officer who reports to the Deputy Head and General Counsel, PLAS. LAS delivers services as follows:

##### **4.3.2.1 Aboriginal Law Advisory Services (ALAS) – ALAS advises on a full range of Indigenous matters. ALAS**

5.23

[REDACTED]

This advice is often provided in collaboration with JAG officers located at NDHQ or in the regions. In addition to these legal services, ALAS will support continuous learning and professional development and will provide training to the DND/CAF team on Aboriginal law and the legal duty to consult with Aboriginal groups.

#### 4.3.2.2 Canadian Forces Health Services Legal Advisory Services

(CFHSLAS) - CFHSLAS is a group of one Justice counsel and one JAG officer, who are responsible for providing advice to the Surgeon General and CF Health Services Group (CFHSG) on health matters which have lately been at the forefront of issues facing the DND/CAF, such as the Mental Health Strategy and Care of the Ill and Injured. In 2018/19 and beyond, CFHSLAS will provide key legal services support of the overall SSE theme of Well-Supported, Diverse, Resilient People and Families, particularly the initiatives that fall within the sub-themes of *Supporting Health and Resilience*, and *Reinventing Transition*.

s.21(1)(d)

s.23

#### 4.3.2.3 Cadets and Reserves Legal Advisory Services (CRLAS) -

[REDACTED]

[REDACTED]

In support of the initiatives within the sub-themes of *Recruitment, Training and Retention* and *Promoting a Culture of Leadership, Respect and Honour* within the Well-Supported, Diverse, Resilient People and Families theme, the counsel is solely dedicated to providing legal services to support the National Cadet and Junior Canadian Ranger Support Group and

[REDACTED]

#### 4.3.2.4 Legislative Support & DAOD Review Services (LS&DRS) – The

LS&DRS team of three (3) Justice counsel provides form and legality review of Defence Administrative Orders and Directives (DAODs), key administrative policy and instructional instruments for the DND and the CAF. The section also provides support to initiatives relating to legislation under the responsibility of the Minister of National Defence. In 2018/19 and beyond,

[REDACTED]



s.21(1)(d)

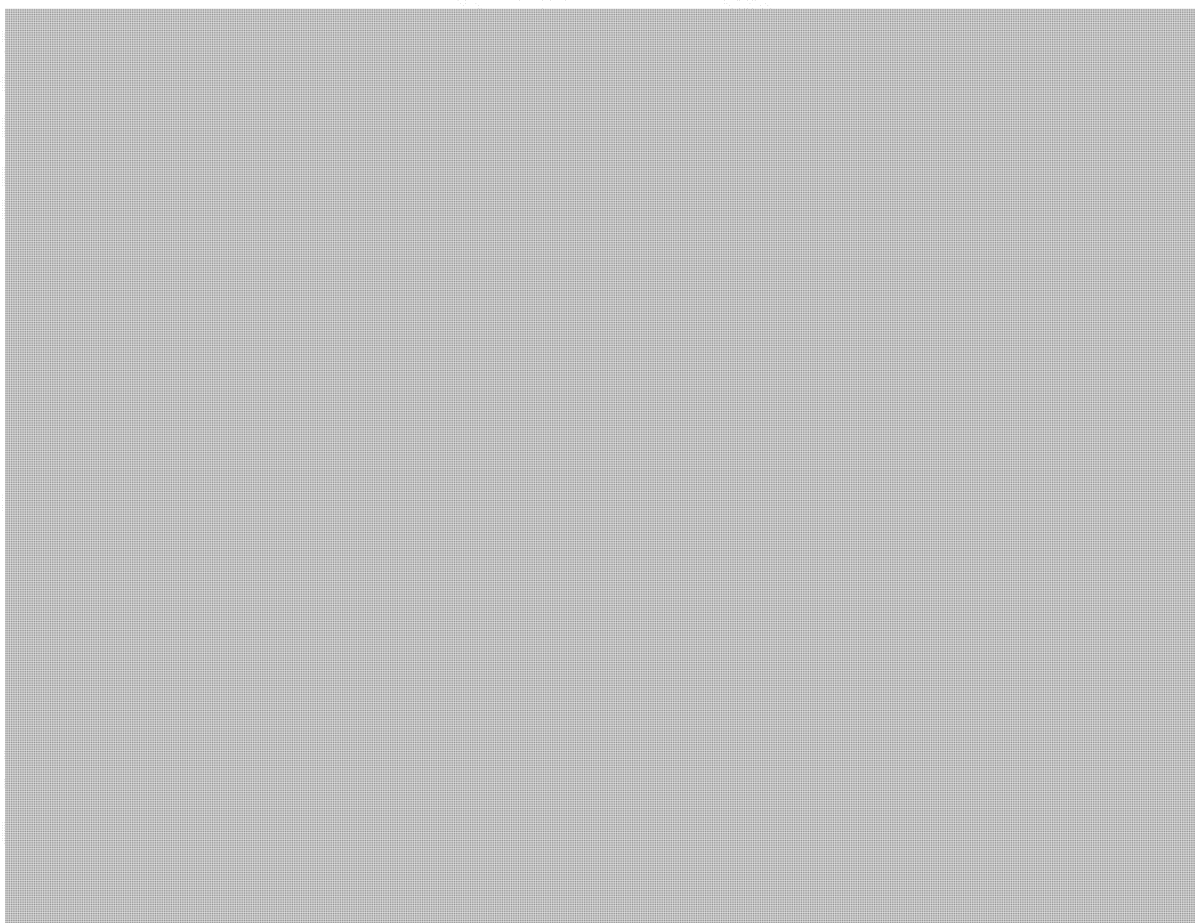
s.23

[REDACTED]

Furthermore, in the *Defence Renewal Plan*, “Disciplined Business Execution” is a theme which specifically mentions the initiative to improve the DAOD process in order “to ensure they are coherent, widely known, continuously improved, and consistently followed.”

**4.3.2.5 General Legal Advisory Services Files** – In addition to the above types of files, LAS lawyers are assigned general legal advisory matters relating to issues not clearly fitting into the practice areas of other DND/CF LA directorates or sections. Some examples include advice on information management and information technology issues, issues on the *Greening Defence* sub-theme of SSE such as e-signatures and electronic life cycle management, security screening issues, Public Affairs concerns, and advice to the Director of Flight Safety with regard to the *Aeronautics Act*, among many others.

#### 4.4 National Defence Regulatory Services (NDRS)





## **SECTION 3 – SUPPORTING THE MND MANDATE LETTER AND CANADA’S NEW DEFENCE POLICY - STRONG, SECURE, ENGAGED (SSE)**

### **5. LEGAL SUPPORT FOR THE MND MANDATE LETTER**

As a Justice LSU, DND/CF LA must support the Minister of Justice mandate and all priorities therein. A major aspect of meeting this mandate is by “providing high-quality legal services and counsel to the government and to client departments and agencies”, such as DND/CAF.

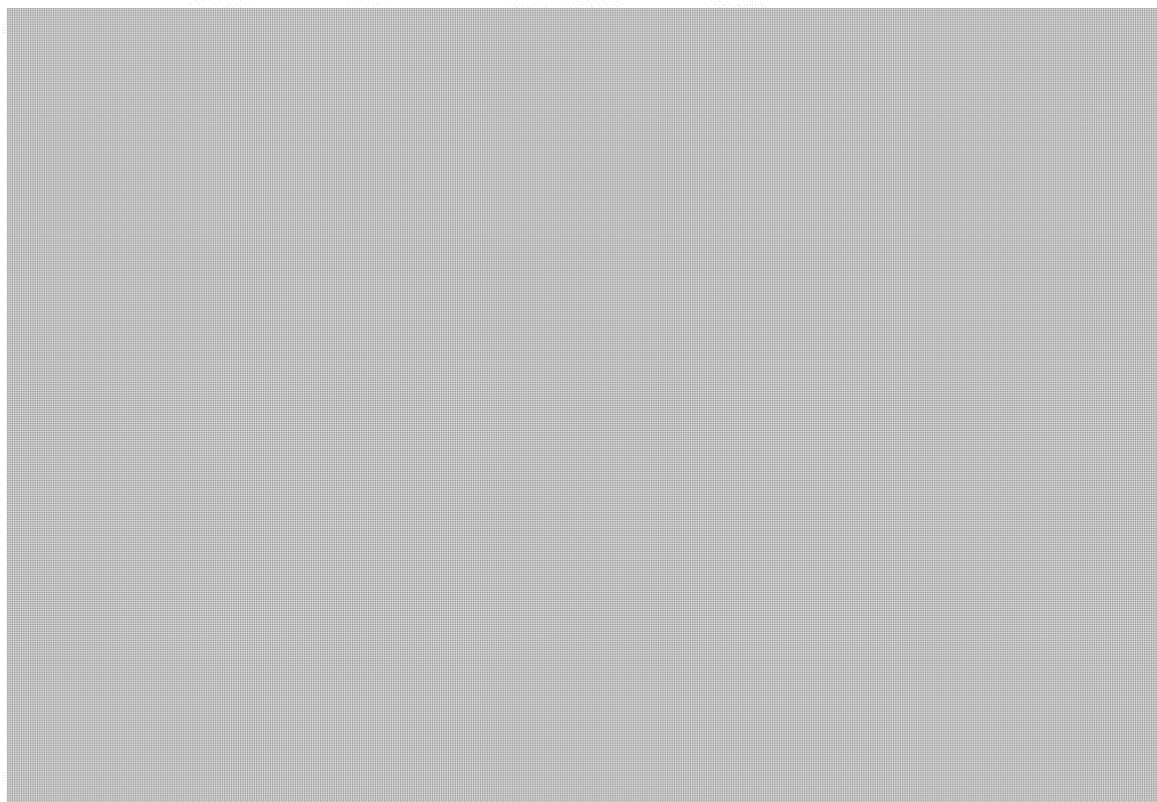
In doing so, DND/CF LA will continue to provide critical legal support to the MND Mandate, including on, but not limited to, the following mandate priorities:

***5.1 Ensuring that the CAF is equipped and prepared to defend Canadian sovereignty, defend North America, support peace operations, and contribute to the security of our allies and to allied and coalition operations abroad***

s.21(1)(d)

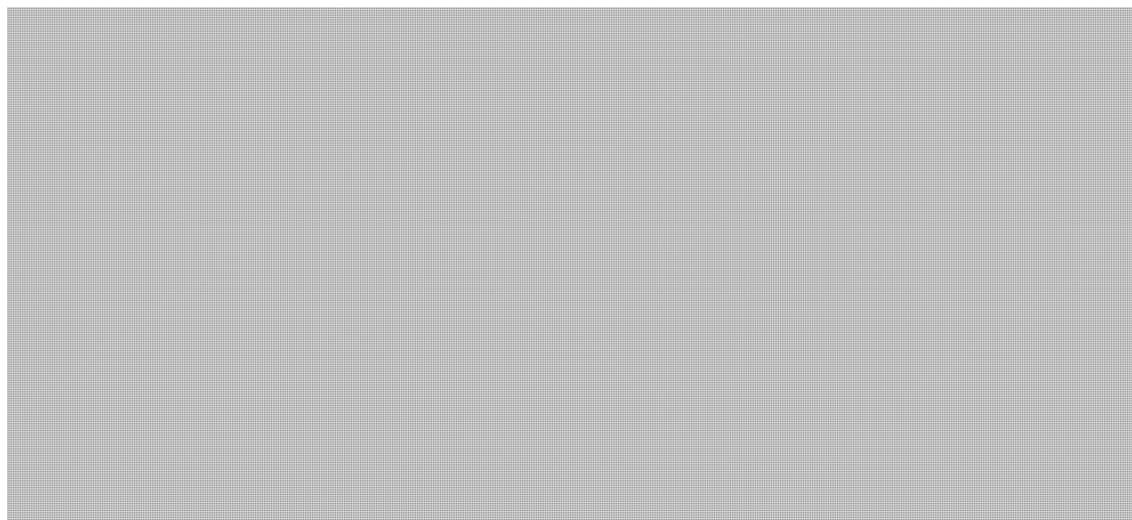
s.23

In support of this mandate priority, in 2018/19 and beyond, DND/CF LA will perform legal services to provide:



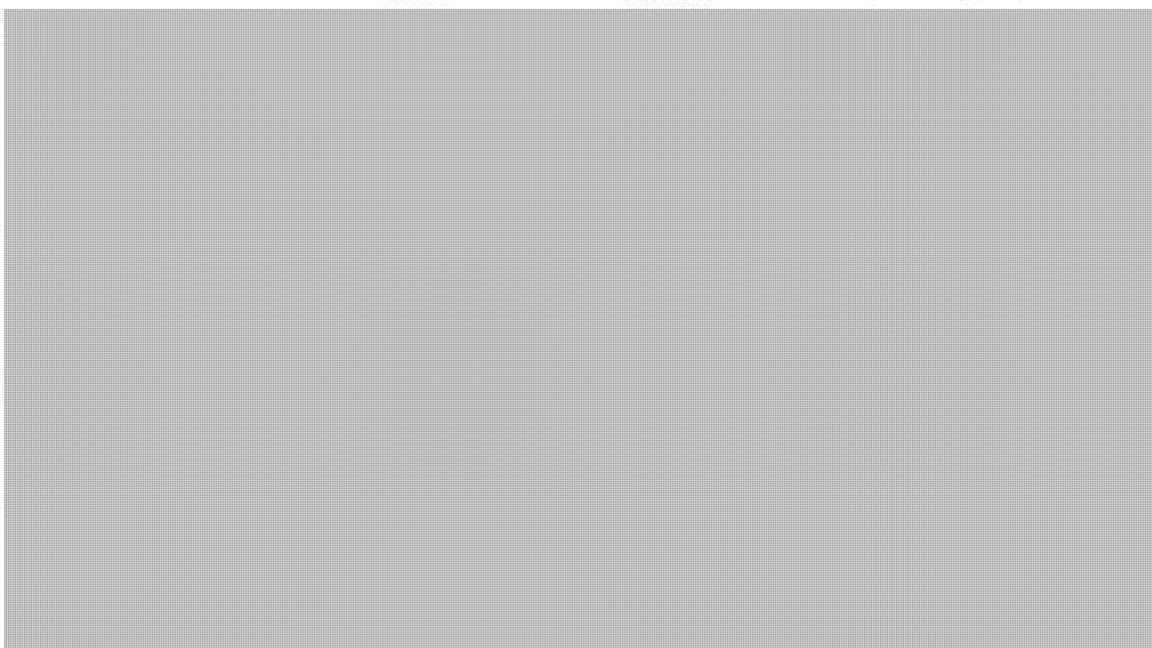
s.21(1)(d)

s.23



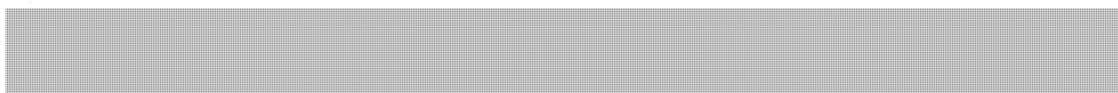
**5.2 *Establish and maintain a workplace free from harassment and discrimination***

In support of this mandate priority, in 2018/19 and beyond, DND/CF LA will perform legal services to provide:



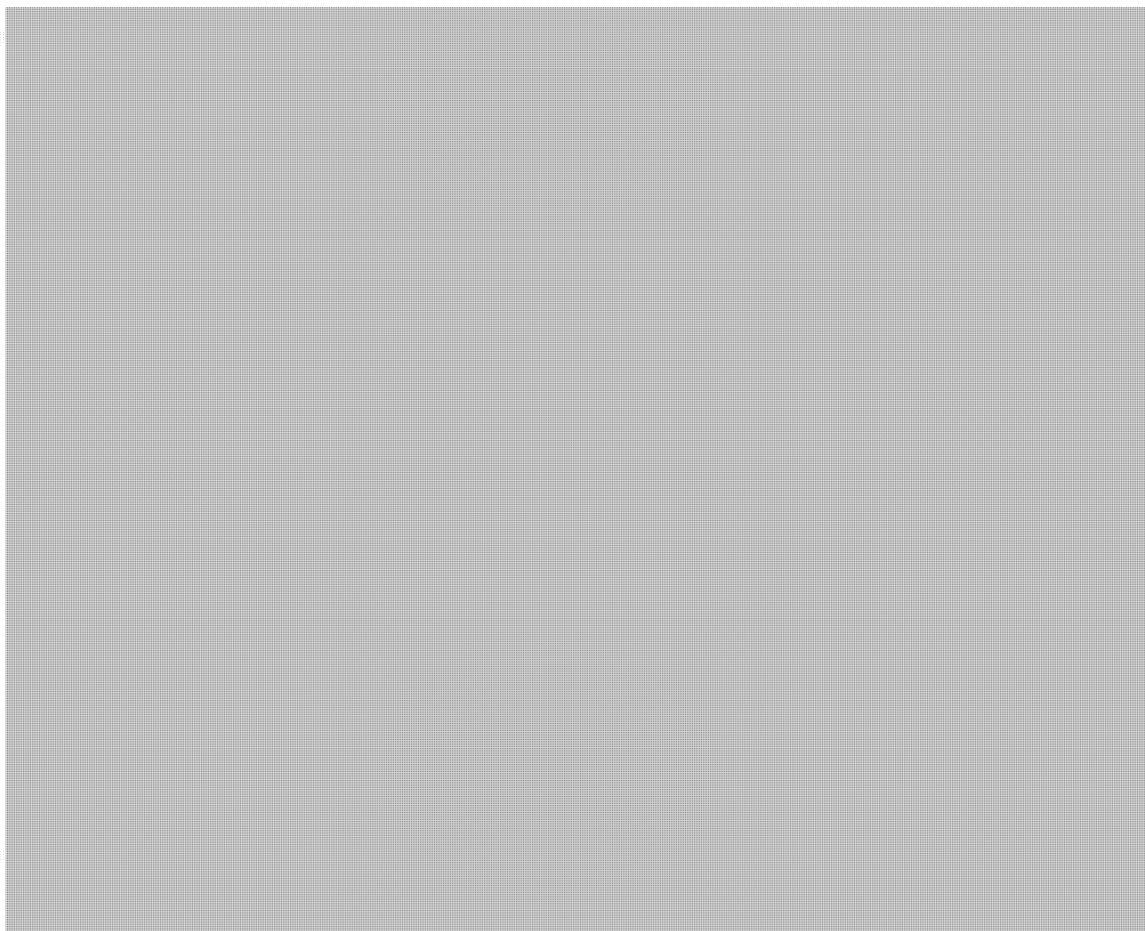
**5.3 *Renewed nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership***

In support of this mandate priority, in 2018/19 and beyond, DND/CF LA will perform legal services to provide:



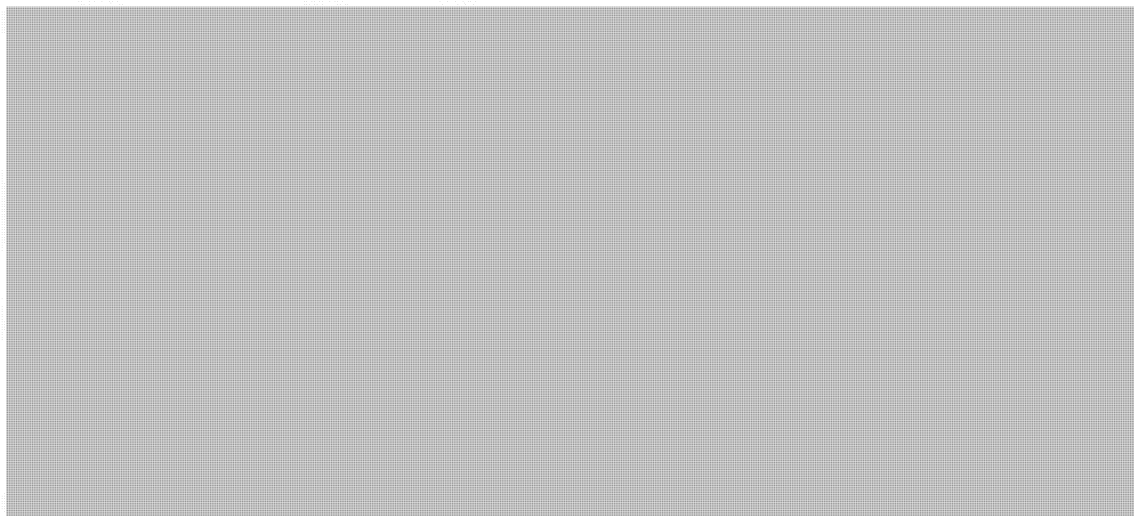
s.21(1)(d)

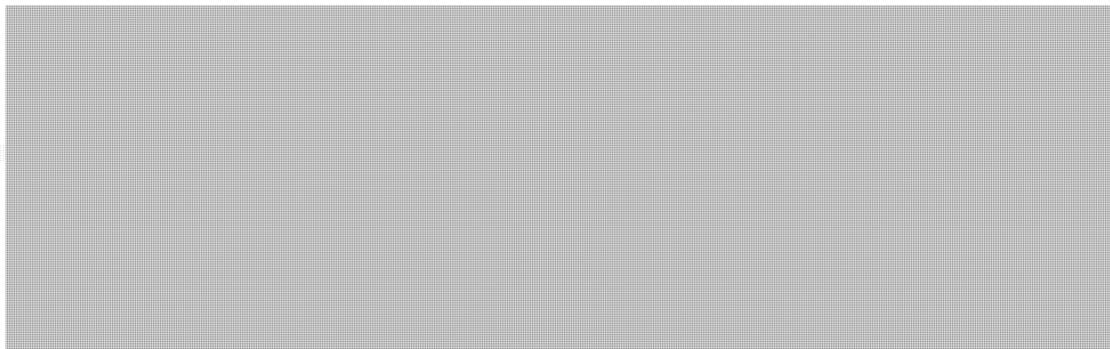
s.23



**5.4     *Work with colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:***

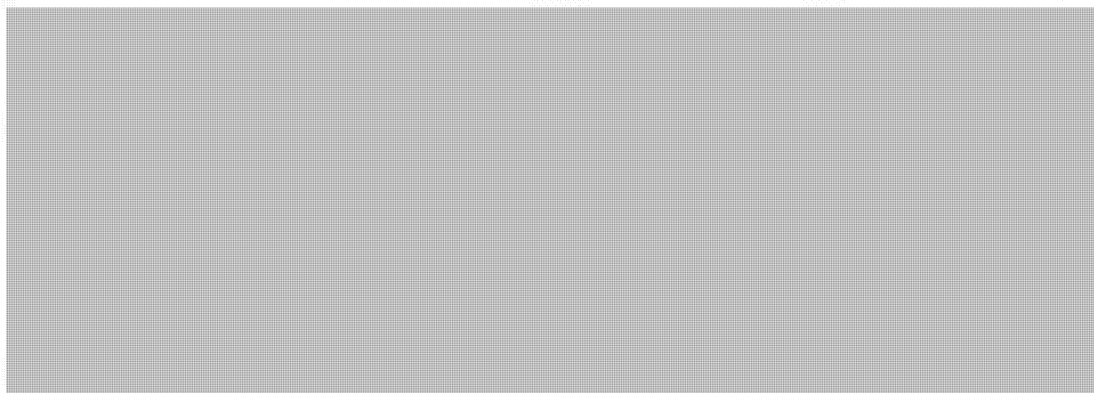
In support of this mandate priority, in 2018/19 and beyond, DND/CF LA will perform legal services to provide:





**5.5     *Ensure a close link between defence policy, foreign policy, and national security***

In support of this mandate priority, in 2018/19 and beyond, DND/CF LA will perform legal services to provide:



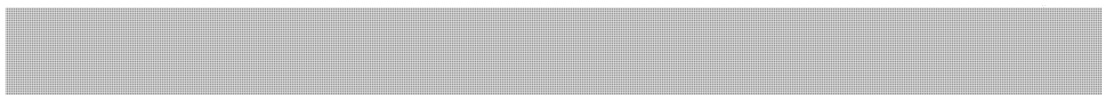
**6.    LEGAL SUPPORT FOR CANADA'S NEW DEFENCE POLICY: *STRONG, SECURE ENGAGED* (SSE)**

In addition to supporting the Canadian Armed Forces Core Missions and Concurrent Operations, DND/CF LA has identified a range of initiatives set out in Annex D: Summary of New Initiatives within Canada's Defence Policy: Strong, Secure, Engaged (SSE), which will require DND/CF LA legal and legal policy advice.

**6.1    WELL-SUPPORTED, DIVERSE, RESILIENT PEOPLE AND FAMILIES**

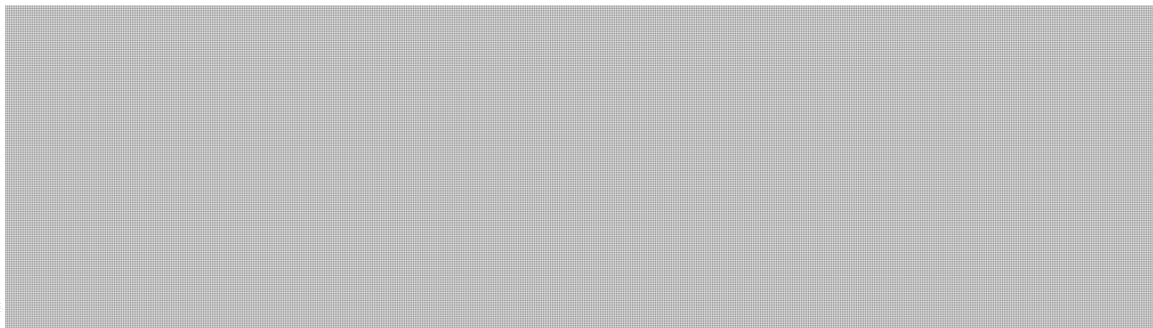
**6.1.1    *Recruitment, Training and Retention***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the key initiatives within the sub-theme of Recruitment, Training and Retention by providing, among other things:



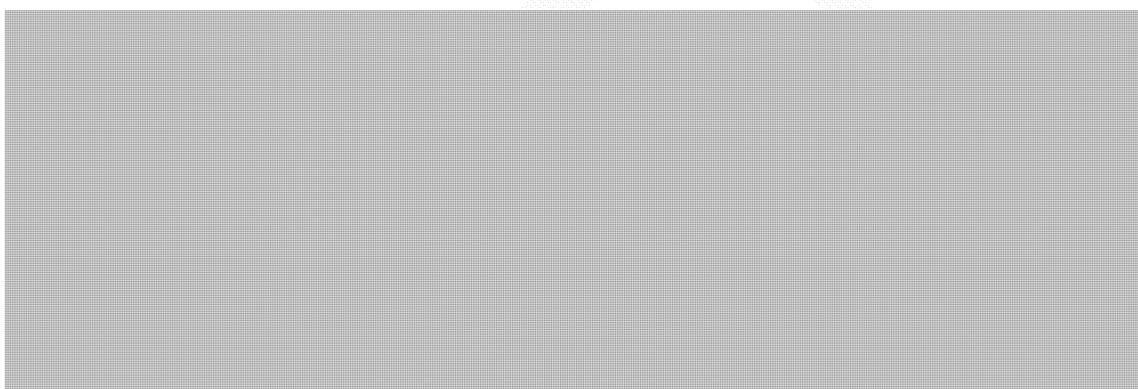
s.21(1)(d)

s.23



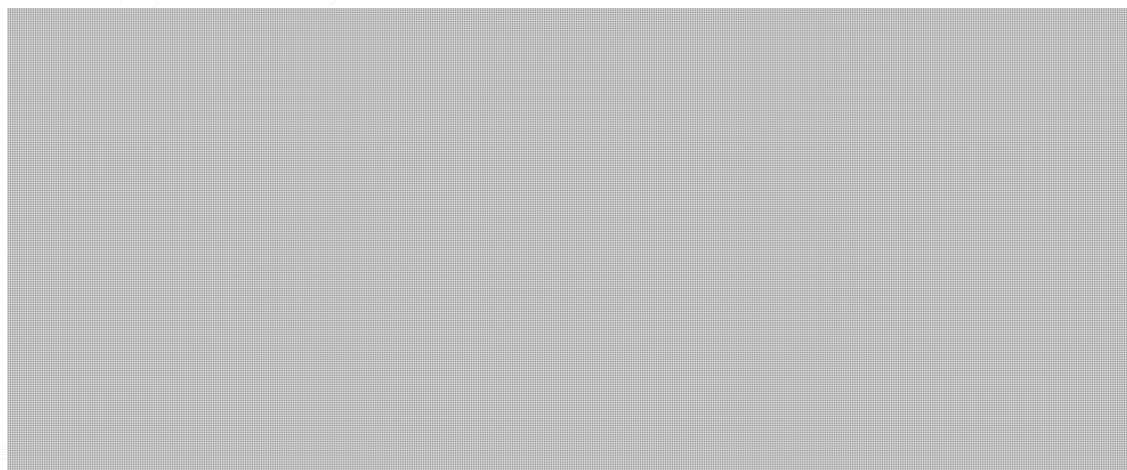
### **6.1.2 *Leveraging Canada's Diversity***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve key initiatives within the theme of Leveraging Canada's Diversity by providing, among other things:



### **6.1.3 *Supporting Health and Resilience***

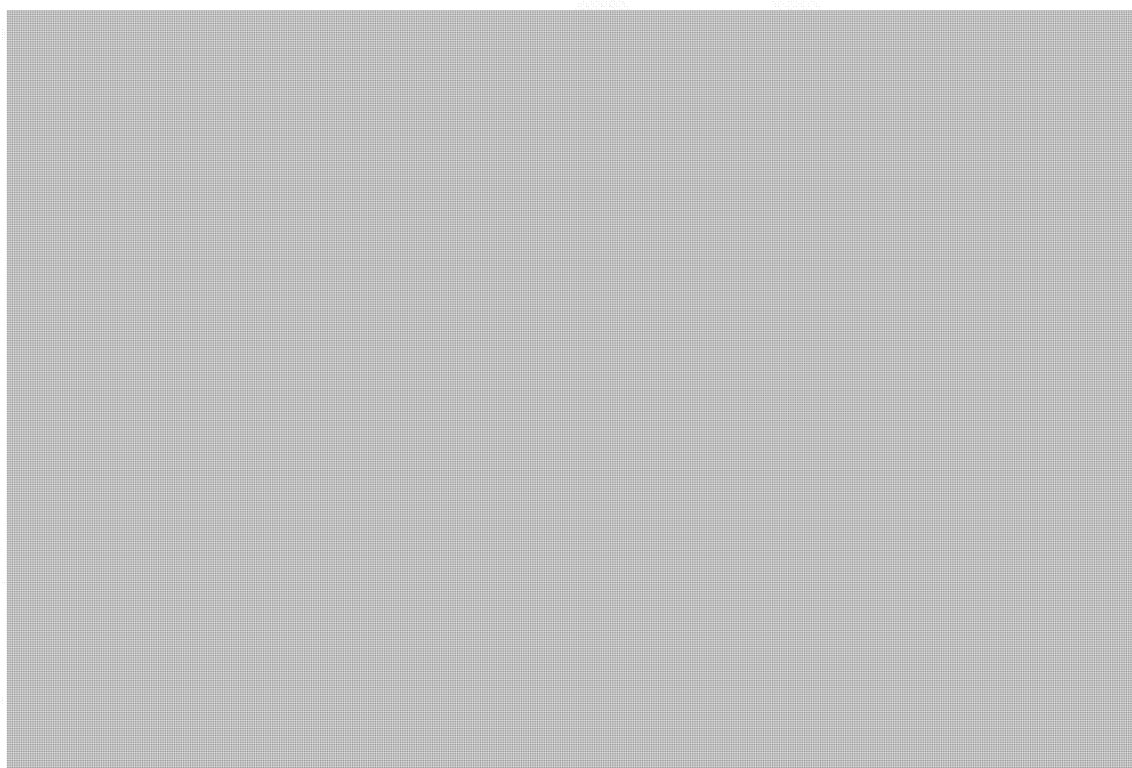
In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to support the various L1's to achieve key initiatives within the sub-theme of Supporting Health and Resilience by providing, among other things:





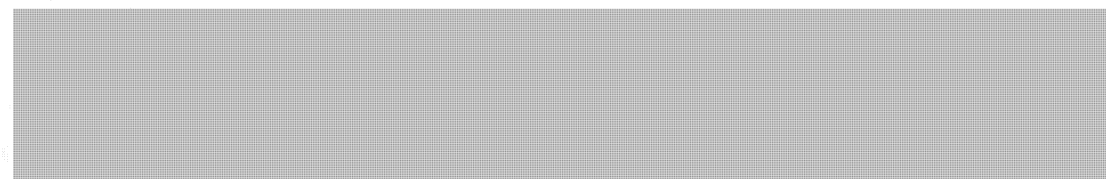
#### ***6.1.4 Promoting a Culture of Leadership, Respect and Honour***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve key initiatives within the sub-theme of Promoting a Culture of Leadership, Respect and Honour by providing, among other things:



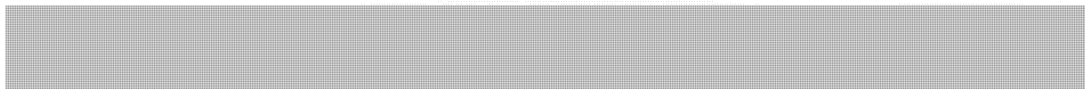
#### ***6.1.5 Supporting Military Families***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve key initiatives within the sub-theme of Supporting Military Families by providing, among other things:



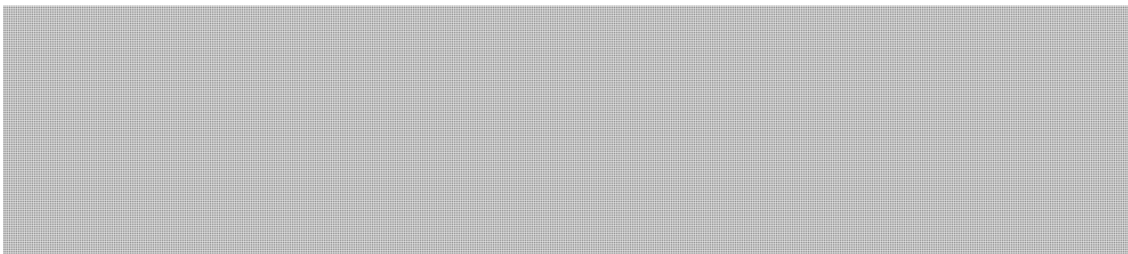
s.21(1)(d)

s.23



### **6.1.6 *Reinventing Transition***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve key initiatives within the sub-theme of Reinventing Transition by providing, among other things:



## **6.2 LONG TERM INVESTMENTS TO ENHANCE THE CAF'S CAPABILITIES AND CAPACITY**

### **6.2.1 *Investments in the Royal Canadian Navy***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve various initiatives within the sub-theme of Investments in the Royal Canadian Navy by providing, among other things:



### **6.2.2 *Investments in the Canadian Army***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to support the various LI's to achieve the various initiatives within the sub-theme of Investments in the Canadian Army by providing, among others:



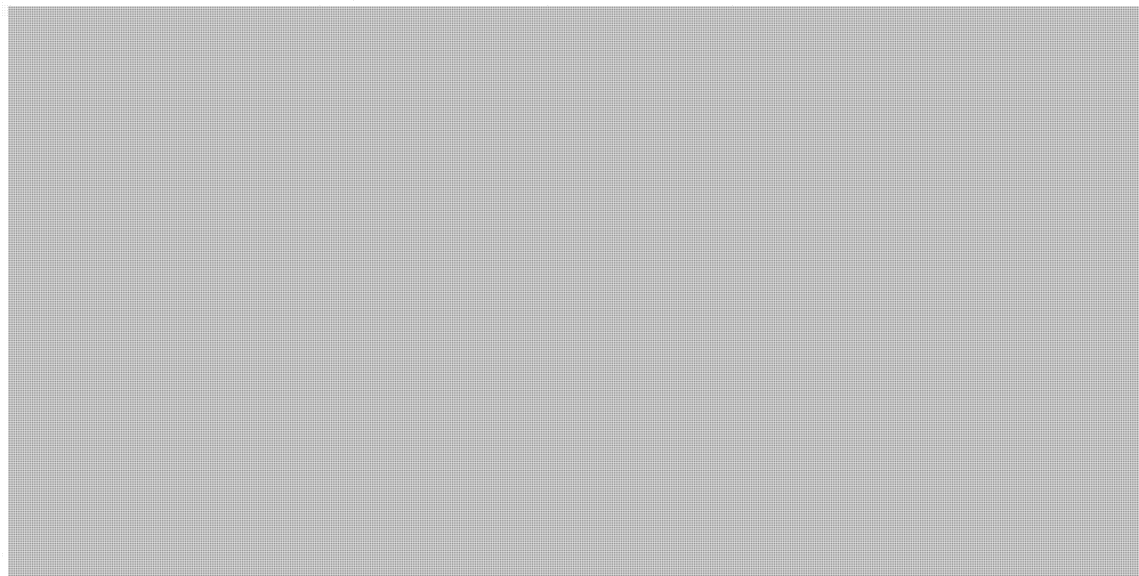


### **6.2.3 Investments in the Royal Canadian Air Force**

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve the various initiatives within the sub-theme of Investments in the Royal Canadian Air Force by providing, among other things:

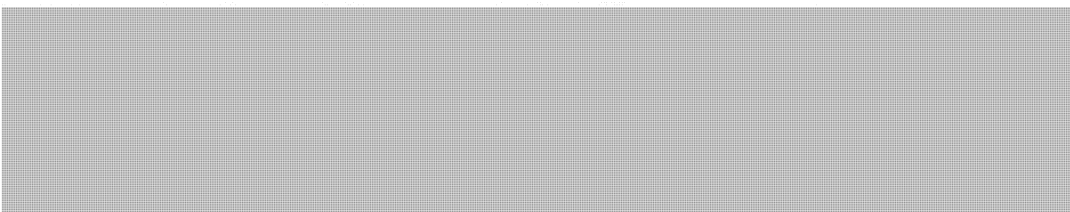
s.21(1)(d)

s.23



### **6.2.4 Investments in Special Operations Forces**

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve various initiatives within the sub-theme of Investments in Special Operations Forces by providing, among others:



### **6.2.5 Investments in Joint Capabilities**

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve various initiatives within the sub-theme of Investments in Joint Capabilities by providing, among other things:





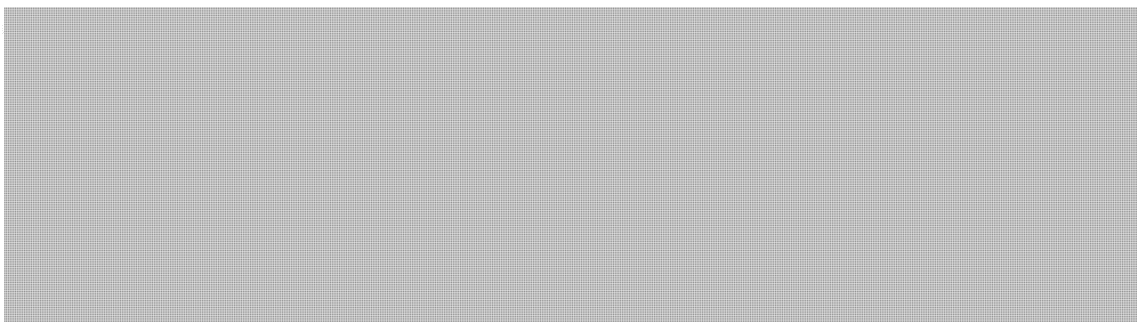
## 6.3 ANTICIPATE

### 6.3.1 *Prioritizing Joint Intelligence, Surveillance and Reconnaissance*

s.21(1)(d)

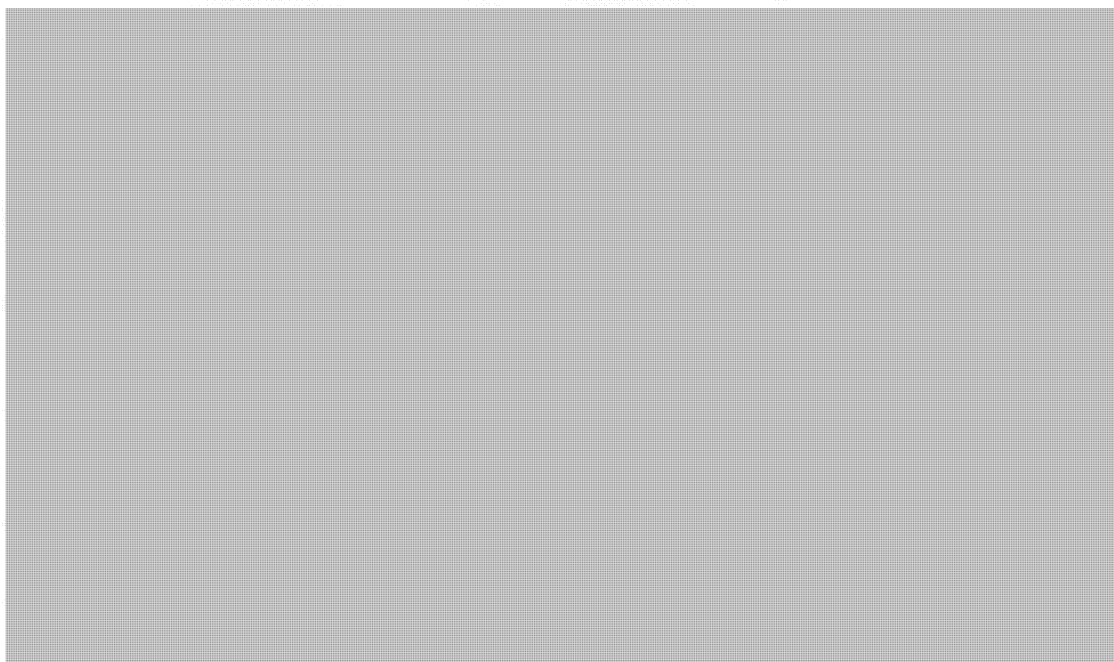
s.23

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the sub-theme of Prioritizing Joint Intelligence, Surveillance and Reconnaissance by providing, among others:



### 6.3.2 *Enhancing Defence Intelligence*

In 2018-19 and beyond, DND/CF LA will provide critical legal advice to support the various L1's in achieving a number of initiatives within the sub-theme of Enhancing Defence Intelligence by providing, among other things:

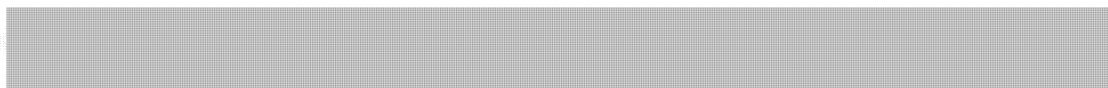


### **6.3.3 *Bolstering Academic Outreach***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve a number of initiatives within the sub-theme of Bolstering Academic Outreach by providing, among other things:

s.21(1)(d)

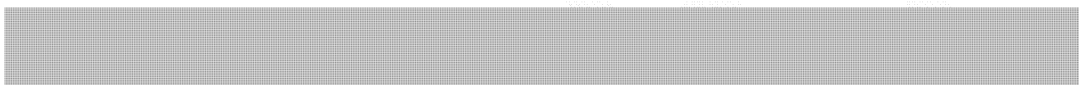
s.23



## **6.4 ADAPT**

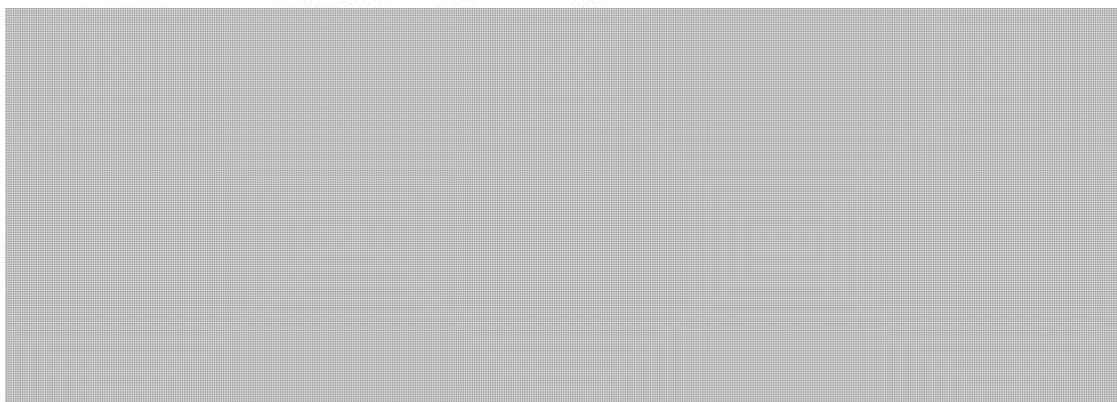
### **6.4.1 *A New Vision for the Reserve Force***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the sub-theme of A New Vision for the Reserve Force by providing, among others:



### **6.4.2 *Space Capabilities***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to support the various L1's to achieve the various initiatives within the sub-theme of Space Capabilities by providing, among others:

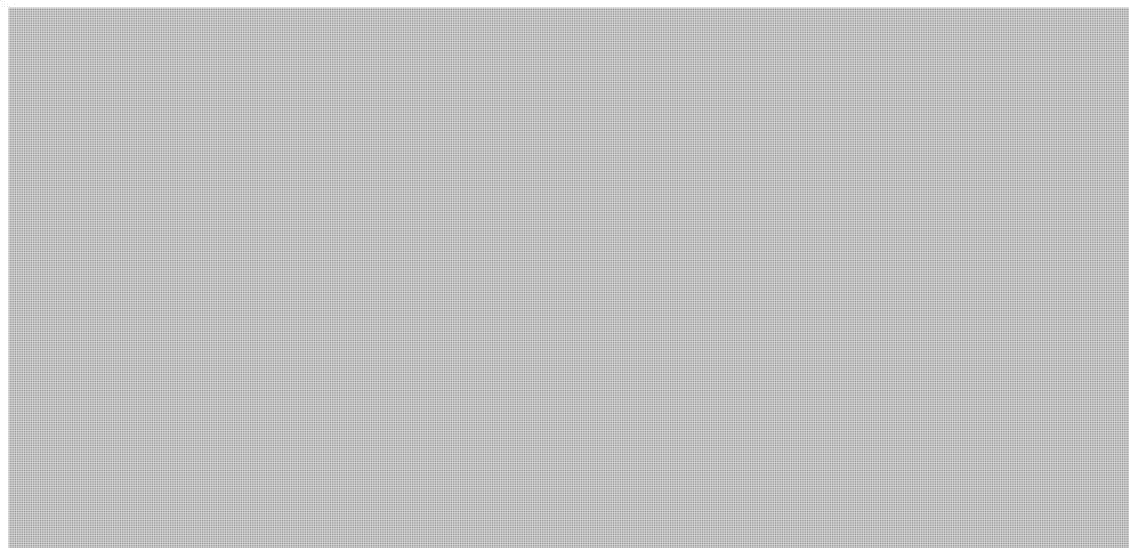


### **6.4.3 *Cyber Capabilities***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the sub-theme of Cyber Capabilities by providing, among others:

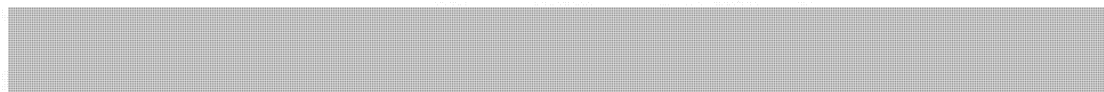
s.21(1)(d)

s.23



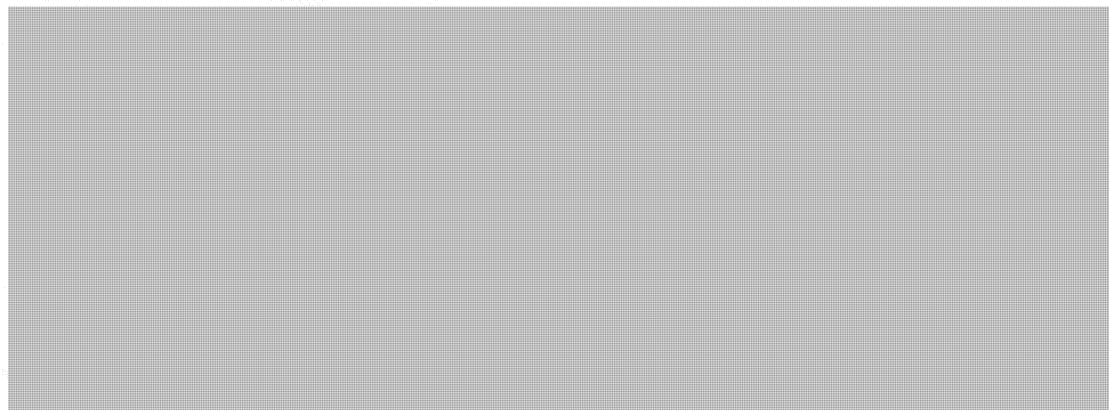
#### **6.4.4 *Remotely Piloted Systems***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve the various initiatives within the sub-theme of Remotely Piloted Systems by providing, among others:



#### **6.4.5 *Improving Defence Procurement***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various LI's to achieve the various initiatives within the sub-theme of Improving Defence Procurement by providing, among others:

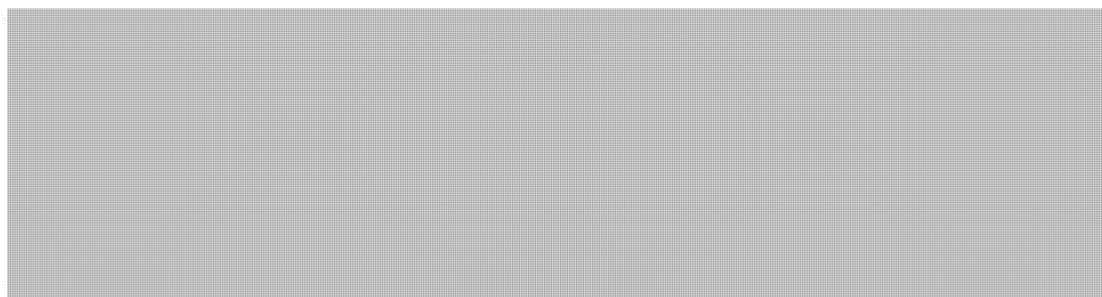


#### **6.4.6 *Greening Defence***

**s.21(1)(d)**

**s.23**

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the sub-theme of Greening Defence by providing, among others:



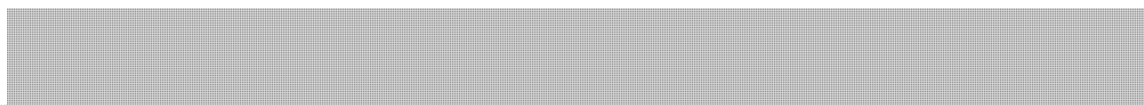
#### **6.4.7 *Repairing and Rebuilding Defence Infrastructure***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the sub-theme of Repairing and Rebuilding Defence Infrastructure by providing, among others:



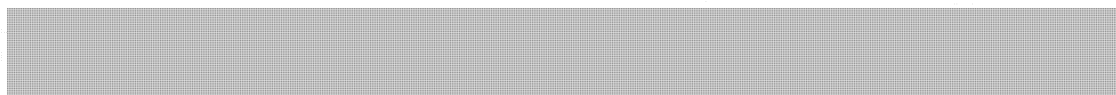
#### **6.4.8 *Innovation for Defence Excellence and Security (IDEaS)***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the initiative found within the sub-theme of Innovation for Defence Excellence and Security by providing, among others:



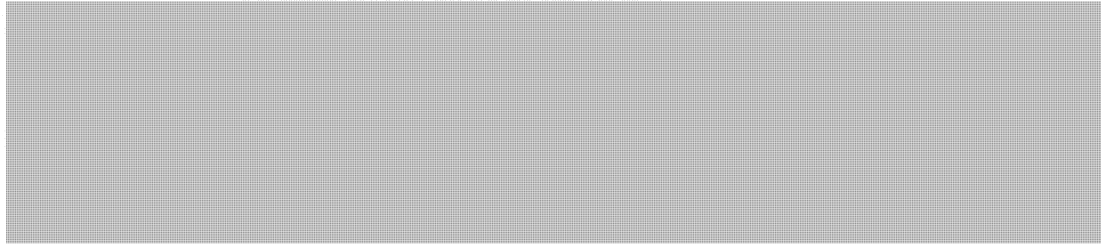
#### **6.4.9 *Enhancing Arctic Capability***

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the various initiatives within the theme of Enhancing Arctic Capability by providing, among others:



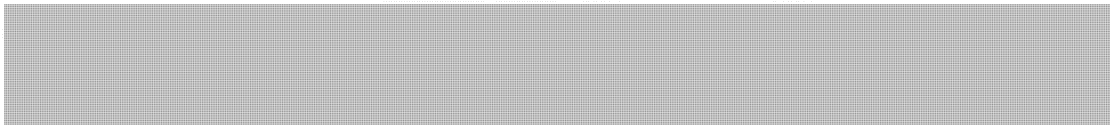
s.21(1)(d)

s.23

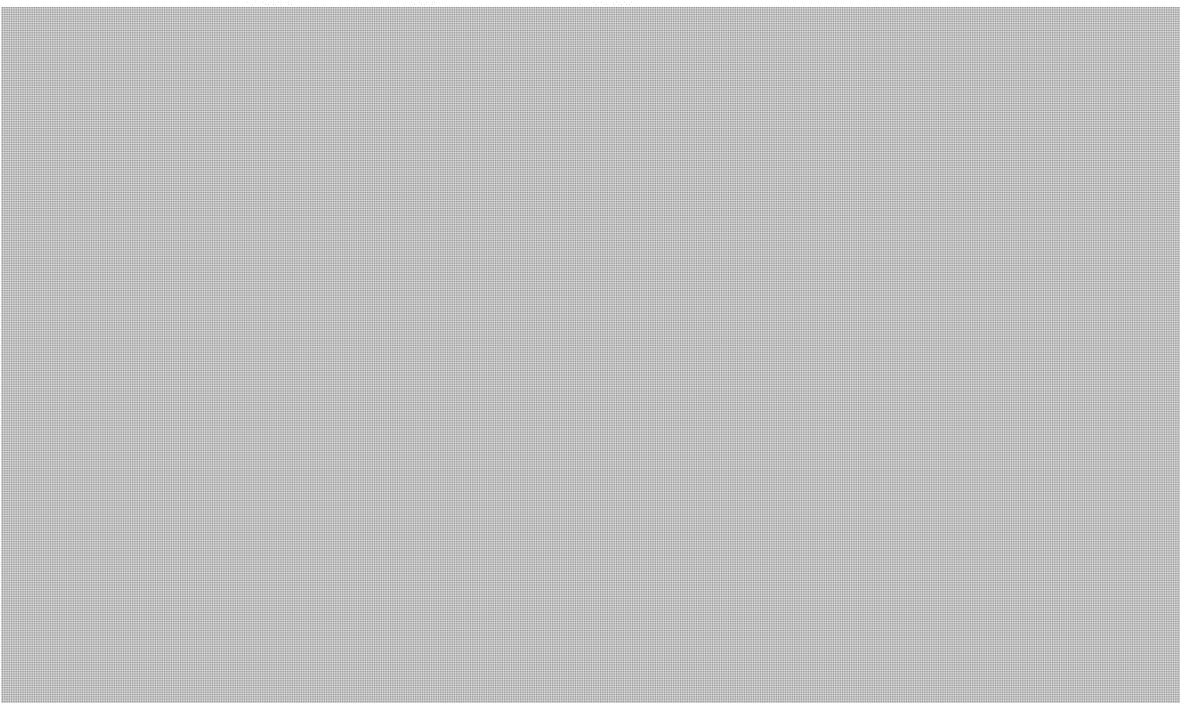
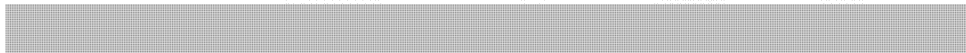


## 6.5 Global Defence Engagement

In 2018-19 and beyond, DND/CF LA will provide critical legal advice and support to the various L1's to achieve the initiative within the theme of Global Defence Engagement by providing, among others:



## SECTION 4: DND/CF LA RISKS AND PRESSURES TO LEGAL SERVICES DELIVERY



s.21(1)(d)

s.23

**Page 112**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Page 113**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Other steps that have been taken by DND/CF LA include the following items:

- Managing Demand has been clearly defined in Annex E – Addendum to the MOU between DND and Justice that was signed in 2017;
- DND/CF LA has encouraged the full utilization of available legal case management tools (ie. iCase, , Justipedia and Sharepoint) to manage all cases and documents for improved overall efficiency, and will continue to do so as Justice implements the new Legal Case Management System (LCMS);
- DND/CF LA also has a strong reliance on paralegals. Currently, the office has 8 client-funded paralegals, who work on analyzing and resolving claims including *ex gratia* payments, as well as dealing with lower priority litigation issues, and providing significant litigation support, including class actions;
- Legal Project Management (LPM) is utilized at DND/CF LA, particularly within the CCL group, and the office has become an innovator and informal leader in the utilization of LPM;
- DND/CF LA has utilized the services of a graduate student specializing in Project Management in the FSWEF program to handle the duties of LPM for complex class action suits, which has already resulted in direct efficiencies. [REDACTED] and
- DND/CF LA continues to explore new ways of managing demand with limited resources. Generally, DND/CF LA has leveraged the use of FSWEF students; hired paralegal and law students from a variety of post-secondary institutions to provide a cost effective means to manage workloads. So far in 2017/18, DND/CF LA has already utilized, or has committed to utilizing 11 students.

In addition to the above, DND/CF LA is working to implement other efficiencies and cost-savings measures.



**Pages 115 to / à 116  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 117 to / à 118  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Page 119**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**21(1)(d)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Annex A or B

Appendix 1

**Resource Request Detail**

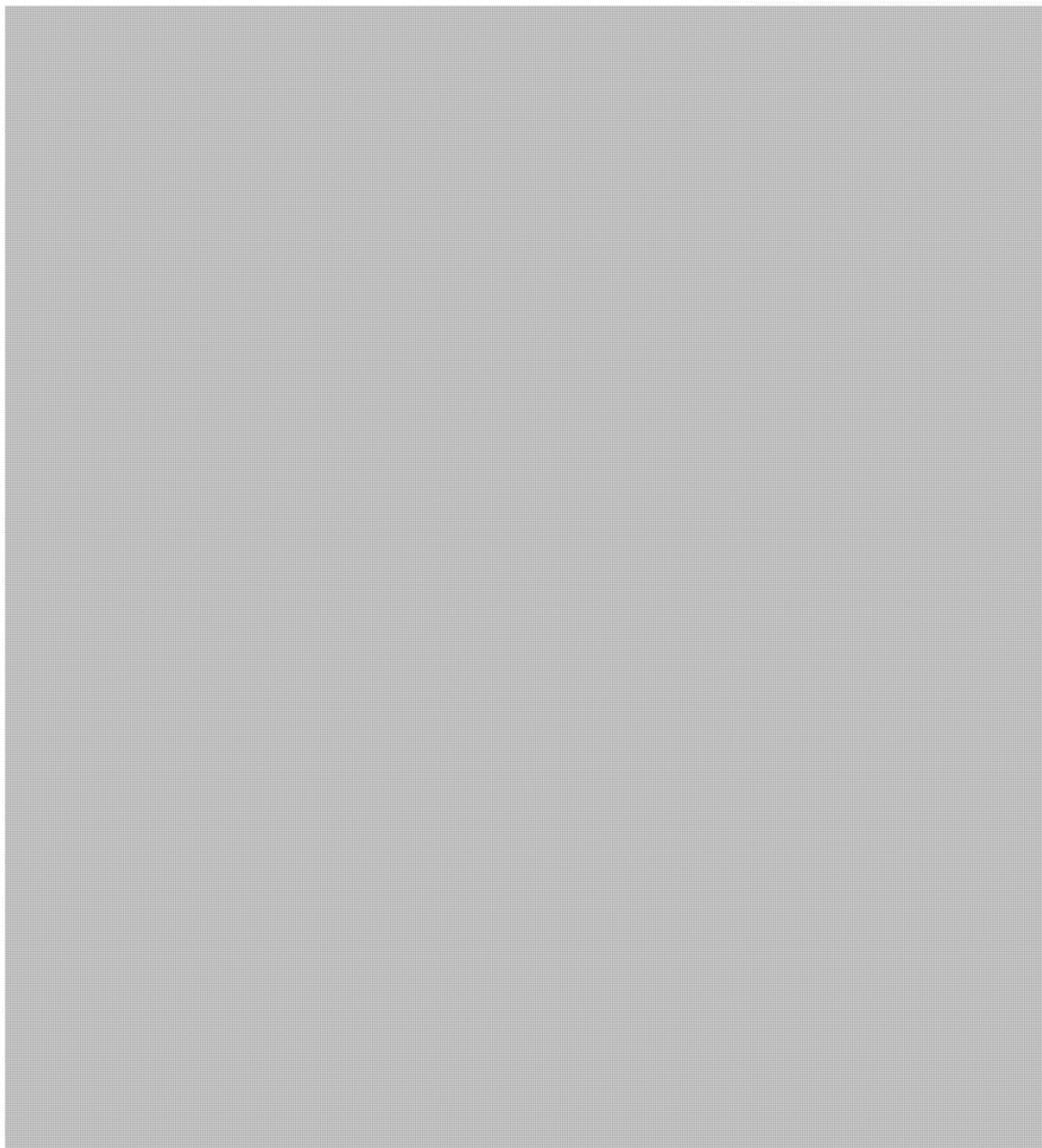
L1: DND/CF Legal Advisor

**Initiative / Item / Activity**

**Legal Services falls within the DRF of Internal Services.**

s.21(1)(d)

s.23



s.21  
s.23

**Pages 121 to / à 123  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(d), 23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**s.21(1)(d)**

## Please add lines if required when completing.

E 1 / 1

**BP 2018-19 Annex A / Annexe A****Instructions**

The purpose of this Annex is to request additional financial resc details of the request.

Le but de cette annexe est de demander des ressources financi défini clairement les détails de la demande.

<b>Title</b>	<b>Titre</b>
L1 (drop box)	N1 (liste)
Short title or Activity	Titre abrégé ou activité
Apx	
Vote	Crédit
Fund (drop box)	Fond (list)
Fund Descr	descr Fond
CI (drop box)	CI (liste)
CI Descr	descr (CI)
DRF Program (drop box)	CMR (liste)
DRF Program Description	descr CMR
In-Year/Baseline (drop box)	In-Year/Baseline (liste)
FY 2018-19 (\$'000)	AF 2018-19 (\$'000)
FY 2019-20 (\$'000)	AF 2019-20 (\$000)
FY 2020-21 (\$000)	AF 2020-21 (\$000)
Demand Type (drop box)	Type de demande (liste)
Description or Additional Notes	Description ou notes supplémentaires

sources. Each "Activity" or "Item" should be accompanied by a supporting Appendix which clearly outlines the

ères supplémentaires. Chaque "activité" ou "Point" doivent être accompagnées d'une annexe de support qui

Instructions
Select your L1
short title for your pressure
appendix related to resource request (A# or B#)
will populate based on fund selected
see Fund chart
will populate based on fund selected
423 Revenue, 510 O&M, 511 Civ SWE, 512 Reserve Pay or 514 Reg F Pay
will populate based on CI selected

In-Year - amount requested for a specific year /montants demandés pour une année donnée (s)
Baseline - amounts requested on an on-going basis / montants demandés sur une base continue
\$K
\$K
\$K
BP Pressure, Surplus, Transfer
Description/Details, more details can be included in the Appendix.



## **Cadre ministériel des résultats**

L1	Fund	Vote	Fund Desc	CI	CI Desc	DRF Cat
<select one>	C001	10	Grants and Contributions	423	Revenue	
ADM(Fin)	C102	1	CF Weather Svcs	510	O&M	
ADM(HR Civ)	C103	1	Corp Military Pay	511	Civ SWE	
ADM(IE)	C105	1	Corp Civilian Pay	512	Res Pay	
ADM(IM)	C107	1	Cost Moves	514	Reg Pay	
ADM(Mat)	C108	1	Mil Family Support			
ADM(PA)	C109	1	Morate and Welfare			
ADM(Pol)	C110	1	Corp Reserve Pay			
ADM(RS)	C111	1	CFHA			
ADM(ST)	C112	1	CFHA Revenue			
Assoc DM	C113	1	National Procurement			
Assoc MND	C117	1	DND Recoverables			
C Army	C118	1	Corporate Revenues			
CANSOFCOM	C120	1	Cadets			
CDS	C124	1	Legacy FMT			
CFHA	C125	1	Corp Crown Liabilities			
CFINTCOM	C127	1	Reserve Funding			
CJOC	C134	1	HR Consolidated			
CMJ	C135	1	NCR Accomodation			
CMPC	C136	1	Corp Travel Services			
Corp Sec	C137	1	NFTC			
CorpSvcs	C138	1	NFTC Revenue			
DM	C142	1	Health Care			
DND CFLA	C143	1	Cdn Defence Academy			
JAG	C150	1	SSC			
MND	C160	1	Corp IM-IT			
Ombudsman	C167	1	Corp Environmental			
RCAF	C168	1	Corp Infrastructure			
RCN	C169	1	Corp Real Prop Maint & Repair			
SJS	C170	1	Corp Joint Ex & Trg			
VCDS	C174	1	FMT Goose Bay			
	C175	1	FMT Revenue			
	C176	1	DND Recoverable Revenue			
	C177	1	CATS			
	C178	1	CFTS			
	C179	1	Recoverable Revenue			
	C180	1	CFTS Revenue			
	C181	1	CF Pension Plan			
	C182	1	CF Pension Plan Recovery			
	C190	1	Operations			
	C191	1	SOF Operations			
	C502	5	CFHA			
	C503	5	Capital Equipment			
	C507	5	Cadets			
	C512	5	Legacy FMT			
	C513	5	National Procurement			
	C518	5	Corp Capital Construction			
	C523	5	National Procurement			
	C535	5	NCR Accomodation			

C537	5	NFTC
C542	5	Health Care
C543	5	Cdn Defence Academy
C560	5	Corp IM-IT
C590	5	Operations
C591	5	SOF Operations
L101	1	Operating V1
L102	1	Operating V1 Revenue
L105	1	Operating V1 R&D
L106	1	Operating V1 Regulatory Rev
L111	1	Operating V1 Civ Pay
L112	1	Operating V1 Res Pay
L113	1	Operating V1 Rgr Pay
L114	1	Operating V1 Reg Pay
L115	1	Operating V1 Reserves
L116	1	Operating V1 Rangers
L117	1	Operating V1 Environment
L118	1	Operating V1 Infrastructure
L119	1	Operating V1 Real Prop M&R
L501	5	Operating V5
L511	5	Operating V5 Civ Pay
V110	5	Vote 1 Proj Exp Accrual
V510	5	Minor Capital Exp Accrual
V511	5	Capital Exp Accrual

## **DRF Category Description**

---

Res Type	In-Year/ Baseline		Demand Type
	In-Year	Baseline	
Civ			BP Pressure
Reg			Elig Paylist Exp
Res			Surplus
			Transfer

Investment (what resources are required to conduct the renewal initiative) / Investissement (quelles ressources sont nécessaires pour mener l'initiative de renouvellement)

\* Note that resource requests are to be part of the Annex A or B; if no resources are requested at Annex A or B, Level G will assume internal investments / \*Néanmoins, si des ressources sont demandées elle devront aussi être soumises par une annexe A ou B, si aucun financement n'est demandé par une annexe A ou B, le Niveau G assumera qu'aucun financement externe n'est requis.

Savings (what savings went/go back to Level 0 for Re-Investment) / Épargne (ce qui est épargné remonte au Niveau 0 pour ré-investissement)

2) Savings - include details on forecasted savings for the DRT initiatives that your L1 is currently working on / Épargne - inclure des détails sur les économies prévues pour les initiatives sur lesquelles votre N1 travaille actuellement

## Annex B / Annexe B

### Defence Renewal Initiatives /Initiatives

The purpose of this Annex is to identify expected to be returned to LO for re-in

Le but de cette annexe est d'identifier l'économies qui en résultent qui devraie

Field
Level 1 / Niveau 1
Initiative
Description
\$K
Reg F
Res F
Civ FTE

## de renouvellement de la Défense

L1 Investment in Defence Renewal activities and the resulting savings that are  
vestment.

.1 Investissement dans les activités de renouvellement de la Défense et les  
nt être retournés à LO de ré-investissement.

Description
Level 1 / Niveau 1
Initiative Name / Nom initiative
Short description of the Initiative / Brève description de l'Initiative
\$ Invested / \$ Expected Savings / \$ Investi / Economies \$ attendus
# Invested / # Expected Savings / # Investi / Economies # attendus
# Invested / # Expected Savings / # Investi / Economies # attendus
# Invested / # Expected Savings / # Investi / Economies # attendus



<b>L1</b>	<b>Resource Type</b>
ADM(Fin)	Financial
ADM(HR Civ)	Reg F
ADM(IE)	Res F
ADM(IM)	Civ FTE
ADM(Mat)	
ADM(PA)	
ADM(Pol)	
ADM(RS)	
ADM(S&T)	
Assoc DM	
Assoc MND	
C Army	
CANSOFCOM	
CDS	
CFHA	
CFINTCOM	
CJOC	
CMJ	
CMPC	
Corp Sec	
CorpSvcs	
DM	
DND CFLA	
JAG	
MND	
Ombudsman	
RCAF	
RCN	
SJS	
VCDS	

### L1 Priorities

Please add lines if required when completing.

[illegible]

## BP 2018-19 Annex C / Annexe C

### Instructions

The purpose of this Annex is to identify L1 Priorities have an entry in this Annex.

Title
L1 (drop box)
Source
Task Description
Resp Posn
New / Existing
DRF Prog / Prog CMR
DRF Prog Descr / descr CMR Prog
L1/N1 Initiative Description
Expected Results/ Résultats Attendus
Performance Indicators/ Indicateurs de performance
Target / cible
Threshold / seuil
Methodology / méthodologie
Description or Additional Notes / Description ou notes supplémentaires

and Initiatives. If your L1 has been assigned a task in the Defence Plan or Programme Direction, you should

Instructions
L1 Name from drop down menu
Defence Plan, L1 internal or Programme Direction (drop box)
Description, if from Defence Plan or Program Direction, use details from source document, include DP serial as required
Identify Directorate or DG responsible for carrying out the Initiative (for example ... DGAEPM, DG Fin Ops, etc) that can be contacted if questions arise.
New or Existing Initiative
Select DRF Category from drop down menu
Short description of DRF category (auto fill)
Short description of L1 Initiative link to fulfilling the Defence Plan task
Articulate the outcome that an initiative is designed to achieve
Qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of the L1 initiative. Multiple indicators can be assigned for L1 initiatives (if needed).
Level of performance that an organization aims to achieve from its initiative
Levels of tolerance relative to a performance indicators target. (For example 80 – 100% of target = green, 60 – 80% of target = yellow, 0 – 60% of target = red)
Detailed summary of how you plan on measuring the performance indicator you have created
Please include DP progression status (colour coded gree, yellow, red) box in text when completing for DP items.

L1	Source	DRF
<select one>	<select one>	
ADM(Fin)	Def Plan 2016-2019	
ADM(HR Civ)	Def Plan 2018-2023	
ADM(IE)	L1 Internal	
ADM(IM)	Other	
ADM(Mat)	Prog Direction	
ADM(PA)		
ADM(Pol)		
ADM(RS)		
ADM(ST)		
Assoc DM		
Assoc MND		
C Army		
CANSOFCOM		
CDS		
CFHA		
CFINTCOM		
CJOC		
CMJ		
CMPC		
Corp Sec		
CorpSvcs		
DM		
DND CFLA		
JAG		
MND		
Ombudsman		
RCAF		
RCN		
SJS		
VCDS		

## DRF Description

---

s.21(1)(d)

s.23

Annex D / Annexe D

DND CFLA L1 Risk Register - Top 5

L1 / N1	Risk Title / Titre du risque	Description	Status / État	DRF Program / Programme du CMR	Probability / Probabilité	Impact	Composite Index / Index composite	Mitigation Action / Activité d'atténuation	Contingency Action / Action de contingence	Owner L2 / N2 responsable

L1	Status	DRF Prog	DRF Prog Desc	Scale
ADM (Fin)	New			1
ADM (HR Civ)	On-Going			2
ADM (IE)	L1 Prioritized			3
ADM (IM)	L0 Prioritized			4
ADM (Mat)	Closed			5
ADM (PA)				
ADM (Pol)				
ADM (RS)				
ADM (S&T)				
Assoc DM				
Assoc MND				
C Army				
CANSOFCOM				
CDS				
CFHA				
CFINTCOM				
CJOC				
CMJ				
CMPC				
Corporate Secretary				
DM				
DND CFLA				
JAG				
MND				
Ombudsman				
Protected Reserves				
RCAF				
RCN				
SJS				
VCDS				



Followed each three against Vote 1 out of losses and CHS

General Information		Financial Information		Operational Information		Environmental Information		Social Information		Governance Information		Risk Information		Other Information	
Item	Value	Item	Value	Item	Value	Item	Value	Item	Value	Item	Value	Item	Value	Item	Value
1	100	2	100	3	100	4	100	5	100	6	100	7	100	8	100
9	100	10	100	11	100	12	100	13	100	14	100	15	100	16	100
17	100	18	100	19	100	20	100	21	100	22	100	23	100	24	100
25	100	26	100	27	100	28	100	29	100	30	100	31	100	32	100
33	100	34	100	35	100	36	100	37	100	38	100	39	100	40	100
41	100	42	100	43	100	44	100	45	100	46	100	47	100	48	100
49	100	50	100	51	100	52	100	53	100	54	100	55	100	56	100
57	100	58	100	59	100	60	100	61	100	62	100	63	100	64	100
65	100	66	100	67	100	68	100	69	100	70	100	71	100	72	100
73	100	74	100	75	100	76	100	77	100	78	100	79	100	80	100
81	100	82	100	83	100	84	100	85	100	86	100	87	100	88	100
89	100	90	100	91	100	92	100	93	100	94	100	95	100	96	100
97	100	98	100	99	100	100	100	101	100	102	100	103	100	104	100
105	100	106	100	107	100	108	100	109	100	110	100	111	100	112	100
113	100	114	100	115	100	116	100	117	100	118	100	119	100	120	100
121	100	122	100	123	100	124	100	125	100	126	100	127	100	128	100
129	100	130	100	131	100	132	100	133	100	134	100	135	100	136	100
137	100	138	100	139	100	140	100	141	100	142	100	143	100	144	100
145	100	146	100	147	100	148	100	149	100	150	100	151	100	152	100
153	100	154	100	155	100	156	100	157	100	158	100	159	100	160	100
161	100	162	100	163	100	164	100	165	100	166	100	167	100	168	100
169	100	170	100	171	100	172	100	173	100	174	100	175	100	176	100
177	100	178	100	179	100	180	100	181	100	182	100	183	100	184	100
185	100	186	100	187	100	188	100	189	100	190	100	191	100	192	100
193	100	194	100	195	100	196	100	197	100	198	100	199	100	200	100

[illegible]

[illegible]

[illegible]

## Annex E Completion Instructions

Title	Titre
L1	N1
Risk Title	
Description	
Status	
DRF Category	
Probability	
Impact	
Composite Impact	
Mitigation Action	
Contingency Action	
Owner L2	

**\*\*Please refer to the Defence IM/IT plan guide that accompanies this template for detailed instructions before beginning.**

Guiding principles for completing this template are:

- The IM/IT plan must include **100%** of your planned IM/IT spend.
- Only report activities that you are **Business planning** to do.
- Activities or parts of activities must not be entered on multiple tabs creating double counting.
- The Projects tab must include all projects (major, minor capital, and Vote 1) sponsored by the reporting L1.
- Cells with drop-down selection fields are not to be overwritten
- Note that the quality of your data directly impacts your TBS prioritization for SSC services.
- All cells must be completed/answered or it will be returned.

# Planned Spend Summary

s.21(1)(d)

\*This worksheet provides a summary of all planned expenditures listed in the subsequent 4 worksheets.

	Total planned IM/IT expenditure		
	FY 18/19	FY 19/20	FY 20/21
Projects & Change Initiatives			
Hardware Procurement			
Software Procurement			
Sustainment			
Totals			

s.21(1)(d)

Projects & Change Initiatives												
Projects										Planned Expend		
Ref #	Project/Activity name	Project/Activity Description	Project ID (e.g. CID ID, BP #, CRRF #, any other valid unique identifier)	Project Manager/POC	Planned start (FY/Q)	Planned end (FY/Q)	Project Phase Current	Investment Category	Exclusions for TBS Reporting	Funding source	Funded / Unfunded	FY 18/19
P.001												



s.21(1)(d)

Future		SSC Service Estimates							Defence IM/IT Programme Function and Capability Reference Model		GC IM/IT Services	Sustain existing IM/IT
FY 19/20	FY 20/21	SSC services required	BRD Submitted?	SSC Reference (Project # or BRD #)	FY 18/19	FY 19/20	FY 20/21	Additional Remarks	Function	Capability	GC IM/IT Services	Maintain the stability, integrity, and availability of core operational and enterprise IM/IT capabilities that enable success in operations, allied interoperability, and delivery of corporate

s.21

s.21(1)(d)

Defence IM/IT Priorities for FY18/19					GC IT Prioritization	
Evolve and Transform IM/IT capability		Security of Canadian and	Support GC and DND			
Design and implement new IM/IT capabilities to address emergent threats and enable CAF success in operations at home and abroad	Design and implement new IM/IT capabilities to evolve the Defence enterprise	Protect the confidentiality, integrity, availability, and intended use of information and IT assets that sustain DND/CAF operations and departmental programs	Continually improve Defence IM/IT governance and alignment to GC/DND transformation initiatives to efficiently and affordably deliver operational capability and corporate services, and	GC Modernization Priorities	Does it align with the GC IT Strategic Plan Principles? ( <i>see comment</i> )	Is it mandatory as directed by department mandate letter, GC budget, or new legislation / regulations?

s.21

s.21(1)(d)

Hardware procurement												
Ref #	Product	Description	Investment category	Exclusions for TBS Reporting	Funding source	Planned Expenditure						
						Funded / Unfunded	FY 18/19		FY 19/20		FY 20/21	
							Qty	Total Cost	Qty	Total Cost	Qty	Total Cost
H.004												
H.005												
H.006												
H.007												
H.008												
H.009												
H.010												
H.011												
H.012												
H.013												
H.014												
H.015												
H.016												
H.017												
H.018												
H.019												
H.020												

s.21(1)(d)

Sustainment										
Ref #	Activity	Description	National CPSA Reporting Categories for Knowledge Management		Exclusions for TBS Reporting	GC IM/IT Services	Funding & Fiscal Year			
			Function	Capability			Funded / Unfunded	FY 18/19	FY 19/20	FY 20/21
R.002										
R.003										
R.004										
R.005										
R.006										
R.007										
R.008										

Software procurement												
Ref #	Title	Description	Investment category	Exclusions for TBS Reporting	Funding source	Planned Expenditure						
						Funded / Unfunded	FY 18/19		FY 19/20		FY 20/21	
							Qty	Total Cost	Qty	Total Cost	Qty	Total Cost
S.001	Other Software Procurement											
S.002												
S.003												
S.004												
S.005												
S.006												
S.007												
S.008												
S.009												
S.010												
S.011												
S.012												
S.013												
S.014												
S.015												
S.016												
S.017												
S.018												
S.019												
S.020												

DATE \_\_\_\_\_

Please add lines if required when completing.

E 171

**BP 2018-19 Annex G / Annexe G**  
**Instructions**

The purpose of this Annex is to request a 3 year forecast of Cap

<b>Title</b>	<b>Titre</b>
L1 (drop box)	N1 (liste)
Project Name	Nom du projet
Fund (drop box)	Fond (list)
DRF Prog (drop box)	
DRF Program Description	
FY 2018-19 (\$'000)	AF 2018-19 (\$'000)
FY 2019-20 (\$'000)	AF 2019-20 (\$000)
FY 2020-21 (\$000)	AF 2020-21 (\$000)
Description or Additional Notes	Description ou notes supplémentaires

ital projects between \$1M and \$5M.

Instructions
Select your L1
<u>see Fund chart</u>
\$K
\$K
\$K
Description/Details, more details can be included in the Appendix.



Description
Level 1 name (select from drop down box)
Short title of Risk
Short description of Risk
Status (select from drop down box)
DRF Category (select from drop down box)
Probability (select 1 = Very Low to 5 = Very High)
Impact (select 1 = Very Low to 5 = Very High)
Calculated, no action required
Actions taken to prevent Risk
Actions taken if Risk becomes an Issue
L2/DG organization managing Risk

s.21(1)(d)

Table 1 Annual Long Term Forecast - CAD/USD			
FY	Point Estimate		
17/18			
18/19			
19/20			
20/21			
21/22			
outyear			

Apr-17

Table 1 Annual Long Term Forecast - CAD/EURO			
FY	Point Estimate		
17/18			
18/19			
19/20			
20/21			
21/22			
outyear			

Apr-17

Table 1 Annual Long Term Forecast - CAD/GBP			
FY	Point Estimate		
17/18			
18/19			
19/20			
20/21			
21/22			
outyear			

Apr-17

Source ADM(Fin): <http://cfo-dpf.mil.ca/en/about-fincs/reports.page>

L1	Fund	Vote	Fund Desc	CI	CI Desc	DRF Prog
<select one>	C001	10	Grants and Contributions	423	Revenue	
ADM(Fin)	C102	1	CF Weather Svcs	510	O&M	
ADM(HR Civ)	C103	1	Corp Military Pay	511	Civ SWE	
ADM(IE)	C105	1	Corp Civilian Pay	512	Res Pay	
ADM(IM)	C107	1	Cost Moves	514	Reg Pay	
ADM(Mat)	C108	1	Mil Family Support			
ADM(PA)	C109	1	Morate and Welfare			
ADM(Pol)	C110	1	Corp Reserve Pay			
ADM(RS)	C111	1	CFHA			
ADM(ST)	C112	1	CFHA Revenue			
Assoc DM	C113	1	National Procurement			
Assoc MND	C117	1	DND Recoverables			
C Army	C118	1	Corporate Revenues			
CANSOFCOM	C120	1	Cadets			
CDS	C124	1	Legacy FMT			
CFHA	C125	1	Corp Crown Liabilities			
CFINTCOM	C127	1	Reserve Funding			
CJOC	C134	1	HR Consolidated			
CMJ	C135	1	NCR Accomodation			
CMPC	C136	1	Corp Travel Services			
Corp Sec	C137	1	NFTC			
CorpSvcs	C138	1	NFTC Revenue			
DM	C142	1	Health Care			
DND CFLA	C143	1	Cdn Defence Academy			
JAG	C150	1	SSC			
MND	C160	1	Corp IM-IT			
Ombudsman	C167	1	Corp Environmental			
RCAF	C168	1	Corp Infrastructure			
RCN	C169	1	Corp Real Prop Maint & Repair			
SJS	C170	1	Corp Joint Ex & Trg			
VCDS	C174	1	FMT Goose Bay			
	C175	1	FMT Revenue			
	C176	1	DND Recoverable Revenue			
	C177	1	CATS			
	C178	1	CFTS			
	C179	1	Recoverable Revenue			
	C180	1	CFTS Revenue			
	C181	1	CF Pension Plan			
	C182	1	CF Pension Plan Recovery			
	C190	1	Operations			
	C191	1	SOF Operations			
	C502	5	CFHA			
	C503	5	Capital Equipment			
	C507	5	Cadets			
	C512	5	Legacy FMT			
	C513	5	National Procurement			
	C518	5	Corp Capital Construction			
	C523	5	National Procurement			
	C535	5	NCR Accomodation			

C537	5	NFTC
C542	5	Health Care
C543	5	Cdn Defence Academy
C560	5	Corp IM-IT
C590	5	Operations
C591	5	SOF Operations
L101	1	Operating V1
L102	1	Operating V1 Revenue
L105	1	Operating V1 R&D
L106	1	Operating V1 Regulatory Rev
L111	1	Operating V1 Civ Pay
L112	1	Operating V1 Res Pay
L113	1	Operating V1 Rgr Pay
L114	1	Operating V1 Reg Pay
L115	1	Operating V1 Reserves
L116	1	Operating V1 Rangers
L117	1	Operating V1 Environment
L118	1	Operating V1 Infrastructure
L119	1	Operating V1 Real Prop M&R
L501	5	Operating V5
L511	5	Operating V5 Civ Pay
V110	5	Vote 1 Proj Exp Accrual
V510	5	Minor Capital Exp Accrual
V511	5	Capital Exp Accrual

## DRF Prog Description

---

Res Type	In-Year/ Baseline	Demand Type
	In-Year Baseline	BP Pressure Elig Paylist Exp Surplus Transfer
Civ		
Reg		
Res		