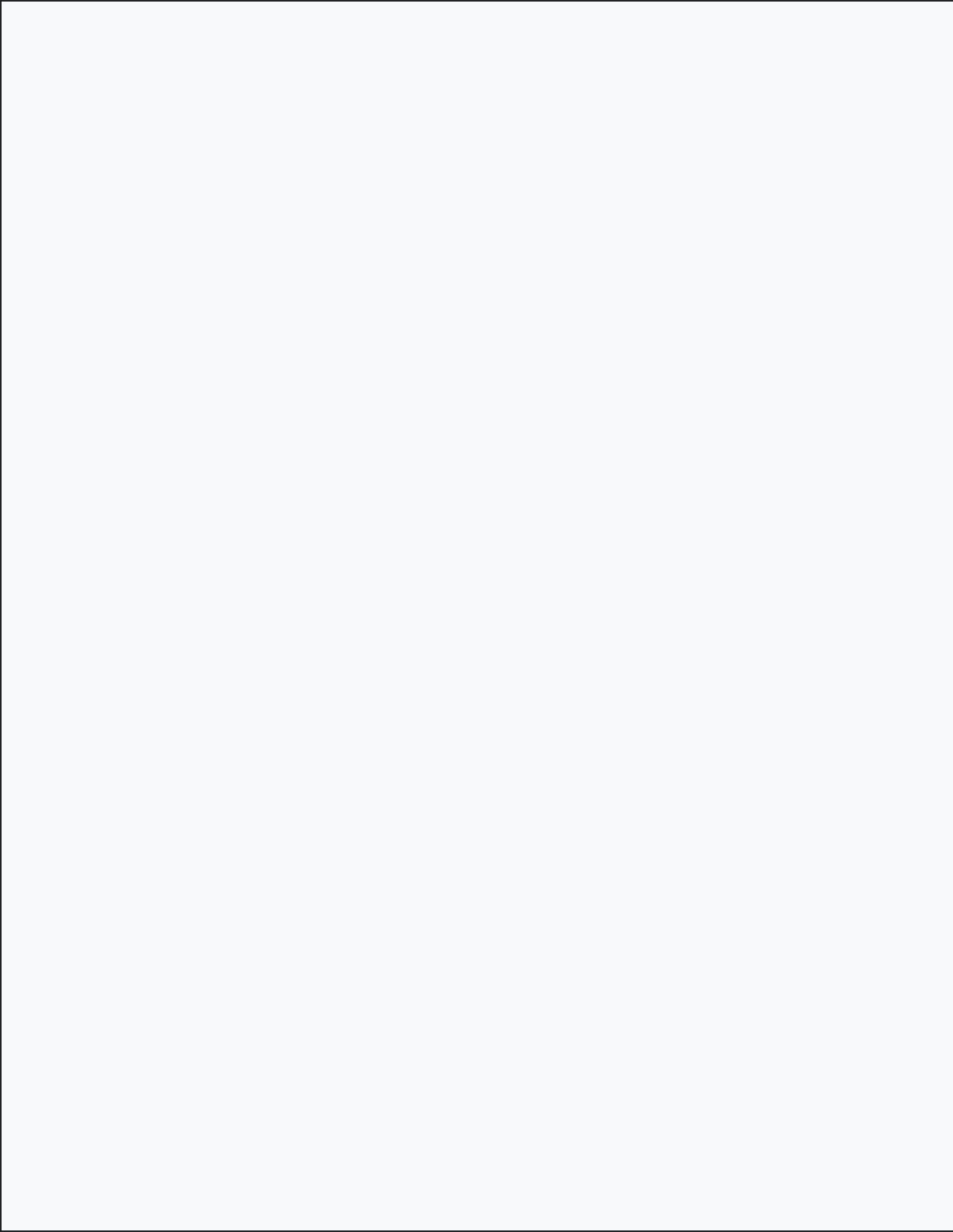




# PSP

## Strategic Plan 2022 - 2025



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# A MESSAGE FROM SENIOR VICE-PRESIDENT PSP

I am pleased to share our new PSP Strategic Plan which is aligned with the CFMWS 10 and 3 year strategies. This document is the result of extensive collaboration and consultation between PSP management and stakeholders from across CFMWS divisions and will guide our activity planning through to 2025 with a focus on our ongoing commitment to the CAF Community we serve. It lays the foundation of how PSP will support the strategic outcomes of the CFMWS Strategies reflecting both our PSP transformational and sustain agenda.

From established CFMWS Strategic Priorities (Exceptional Member and Employee Experience, Business Maturity and Innovation and Financial Sustainability) PSP has established a 3 year Strategic Plan focusing on four Key Result Areas:



**Programs & Services**



**Our People**



**Ongoing Financial Sustainability**



**Stakeholder Relations**

All PSP personnel must familiarize themselves with our CFMWS mission, vision and values. It is also my expectation that VP Ops/Directors, Senior Managers and Managers will utilize this 3 year strategic plan as the foundational document to guide annual PSP activity planning. In parallel, I also expect that Senior Managers PSP at Bases and Wings will align their local operational business plans and change agenda activities annually with the PSP Strategic Plan. These Key Result Areas and coordinated Headquarters and Base/Wing PSP activity planning will ultimately drive our success as one united enterprise with a common purpose. Over the next three years and beyond, as reflected within the PSP Strategic Plan our Division will prioritize its efforts in providing unified and complete programs and services. Success will be achieved by:

- Reviewing our programs and services and prioritizing those that are evidence informed and founded on existing program gaps and identified needs;
- Improving program evaluation and performance measurement to better quantify impacts and guide further efforts;
- Investing in employee NPP Network connectivity and supportive processes to increase flexible work capabilities where feasible, strengthen communication and expand virtual programming reach;
- Adopting and championing the CFMWS Talent Management Suite to drive a culture of service excellence and employee total rewards;

- Improving and enhancing internal and external recruiting practices and increasing the diversity of our workforce;
- Providing structured learning and identified career development paths for employees tailored to letters of offer;
- Investing in our people by increasing ability for managers to formally and informally recognize and reward employees for their achievements;
- Supporting and maintaining a safe and harassment free workplace for all employees that is founded in the CFMWS values and ethics principles;
- Standardizing financial reporting and processes while focusing on programs and services that are sustainable;
- Considering new growth opportunities and efficiencies to increase revenue generation;
- Implementing software and processes that standardize and enhance member interactions for the coordination and payment of programs and services; and
- Increasing our ability to communicate and market our programs and services to CAF leadership, members and PSP Staff.

As an employee-centric organization, with over 3,000 customer-focused PSP professionals embedded wherever there is a military community, I recognize that our employees are our most valuable asset in achieving our aims. As such, we will also strive to provide a work environment that promotes their well-being that provides them appropriate tools and structured supportive processes to enable their success.

I look forward to the next three years and supporting each of you in the execution of this PSP Strategic Plan.



**Bruce Ploughman**

Senior Vice-President,  
Personnel Support Programs  
Canadian Forces Morale and Welfare Services



## INTRODUCTION

Personnel Support Programs (PSP) is a Division of Canadian Forces Morale and Welfare Services (CFMWS).

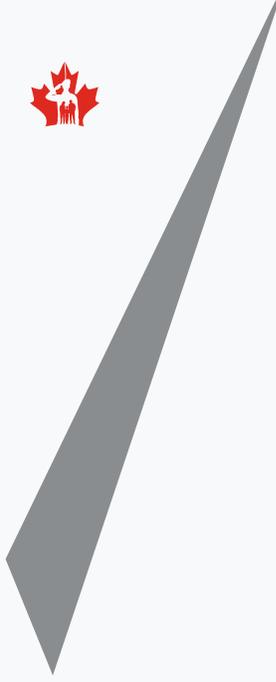
In recent years, given the increased focus on People within the Canadian Armed Forces (CAF) through Strong Secure Engaged and the subsequent CAF Total Health and Wellness Strategy, PSP has been called upon to play an increasingly significant role in its support of the CAF and the CAF community. PSP's contribution to this endeavour is specifically focused on the research, development and delivery of programs and services that contribute to the operational readiness of the Canadian Armed Forces and enhance the wellness of their families and the military community.

Operating more than 20 separate business lines on Bases and Wings and on major CAF missions, over 3,000 PSP employees are responsive to the military chain of command however accountable to Senior VP PSP. Staff are assigned specific roles and responsibilities focused in programs and operations.

PSP receives human resource, financial, information management/information technology, policy, communications, training and logistical support from other CFMWS divisions.

Programs and services include but are not limited to: Physical Fitness programs, standards and training; Human Performance research, development and innovation; Performance Nutrition and Mental Performance; Canadian Armed Forces Sports at the international, national, regional and local levels; Deployed Operations Support and Force Generation; Health Promotion programs and initiatives; Soldier On programming; Community Recreation services and clubs; Theatres, bowling alleys, libraries, RV parks; Mess Management on Bases and Wings and CAF Reserve Units; Canadian Forces Newspapers; Specialty Interest Activities, such as golf courses, curling clubs, marinas and yacht clubs, and campgrounds and cottages; PSP housing; Special events, such as Family Days and Air Shows; and NPP sponsorships.





# MISSION, VISION AND VALUES AND GUIDING PRINCIPLES

## MISSION (WHAT PSP DOES)

CFMWS' mission contributes to the CAF's and Canada's mission by building stronger, more resilient communities, one individual at a time:

Personnel Support Programs (PSP) executes the CFMWS mission by researching, developing and delivering programs and services that contribute to the operational readiness of the Canadian Armed Forces and enhance the wellness of their families and the military community.

### WE MAKE OUR MEMBERS STRONGER



**Healthier  
People**



**Stronger  
Communities**



**Better  
Canada**

## VISION (WHAT PSP ASPIRES TO)

PSP shares the CFMWS vision of improving lives at home and abroad by being global leaders in optimizing the Military Community’s readiness and wellness.

The term wellness is used extensively within the Strategy. While a number of definitions can be used to describe wellness, for PSP “wellness is not only the prevention of illness and disease but the optimization of performance at the group, unit and CAF levels”.

The dimensions of wellness in which PSP contributes to in support of readiness are:



**Mental**



**Social**



**Physical**



**Financial**



## VALUES

PSP takes pride in being part of a respect-based workplace and abides by our CFMWS values. Our values influence our behaviours and foster an environment where employees can share, understand feelings, thoughts and opinions in a manner that is constructive and respectful. These values bring strength to CFMWS and are the foundation of building a respectful workplace:



## GUIDING PRINCIPLES

The following Guiding Principles are also important to PSP as they influence our decision making process as we create and execute our activities and represent who we are as a division.

### Adaptability

We have the ability, willingness and capacity to adjust our program and service delivery to meet the needs of our members in an evolving environment. PSP's can-do approach is evident through:

- Our Leadership's willingness to support the client's needs;
- Our Organizational Capacity to adjust through a more flexible operating framework; and
- Our People's attitude towards change and their ability to cope with new directions.

### Sustainability

We need and desire to be sustainable:

- **Financially:** support long-term financial growth and stewardship without negatively impacting social and environmental aspects of our community.
- **Socially:** emphasize respect and work to continually improve social and human rights in all of our business practices, including all stakeholder groups and demographics.
- **Environmentally:** bear a responsibility to be stewards of the environment and put forth efforts to help save the planet.

### Collaboration

We foster teamwork. We collaborate cross-divisionally and with external partners. We engage the right people across diverse roles, experiences, and perspectives to share ideas and create innovative solutions to provide quality programs and services for our members.

### Diversity, Equity and Inclusion

We strive to create a culture that welcomes and values all individual and group traits, embracing and respecting difference and actively and respectfully engaging all persons in creating solutions free of prejudice and discrimination as a catalyst for positive change.

### Excellence

We aim to fulfill or exceed member's requirements and expectations, achieve outstanding performance, and excel in our contribution to operational excellence and wellness to the community we serve.

All PSP employees have a responsibility to actively promote these values and guiding principles and, more importantly, to remain committed to upholding these obligations.



# KEY RESULT AREAS AND PRIORITIES

The PSP Strategic Plan intricately follows the CFMWS strategic priorities, which are foundational to this document. The CFMWS strategic priorities (3) and initiatives (6) include:



To achieve the CFMWS strategic priorities and execution of our core PSP Strategic Plan, we have identified four Key Result Areas (KRAs) to focus on in the three coming years in order to continue to move towards achieving our PSP vision and mission. The four Key Result Areas (KRAs) are characterized through goals and annually through priority activities.

## Key Result Areas



**Programs  
& Services**



**Our  
People**



**Ongoing Financial  
Sustainability**



**Stakeholder  
Relations**

For each Key Result Area, sub-objectives were identified. High level actions and priority activities are then reflected in the PSP Activity Tracker and will be updated and reported on an ongoing basis.

### Programs and Services

Continuously increasing the value and relevance of our offerings and ensuring that CAF community needs are met by optimizing the balance between:

standardization and flexibility. This through the following sub-objectives:

#### **1.1 EVIDENCE INFORMED & OUTCOME BASED.**

Develop and deliver evidence informed, innovative and integrated programs and services.

#### **1.2 PERFORMANCE MEASUREMENT.**

Establish a robust program evaluation and performance measurement program to better quantify impacts and guide future decision-making.



## Our People

To attract, develop and retain employees that have the right competencies and skills; people who believe in our mission, vision, shared values and guiding principles. This through the following sub-objectives:

### **2.1 RECRUITING.**

Attract and retain employees who strive for continued excellence and growth in their field and within the organization.

### **2.2 TRAINING.**

Develop employee competencies and skills in program delivery, management and leadership to drive performance.

### **2.3 RECOGNITION.**

Develop and implement formal and informal approaches to recognize employees for their achievements.

## Ongoing Financial Sustainability

To develop and implement a financially sustainable business model for PSP, tailored to each of the non-public and public funded activities. This through the following sub-objectives:

### **3.1 STANDARDIZE.**

Operate in an efficient and effective manner to improve program resources management based upon changing fiscal realities.

### **3.2 DIVERSIFY.**

Examine current programs and contracts for opportunities to generate revenue or increase existing revenue streams.

## Stakeholder Relations

Strengthen relationships with all key stakeholders in order to make them champions in fulfilling our mission, increasing our relevance, reputation and credibility. This through the following sub-objectives:

### **4.1 COMMUNICATION AND MARKETING.**

Increasing our ability to communicate and market our programs and services to CAF leadership, personnel and Staff.

### **4.2 COLLABORATION.**

Establishing collaborative partnerships with other groups or organizations within and outside the CAF to further divisional impact.





# RISK

Risk could affect CFMWS' ability to achieve its strategy and business objectives. PSP must ensure that activities critical to CFMWS strategic priorities and PSP key result areas are prioritized to ensure that risk is mitigated. PSP has prioritized the following risks that could significantly impact risk management goals over the next three years:

## INFRASTRUCTURE

The inability of DND to meet the need for investment in infrastructure affects the ability to deliver required programs and services. The lack of Public funding to sustain Morale and Welfare infrastructure is putting a strain on morale and welfare programs.

### Action Plan

The BALANCE Strategy includes the development of a strategic asset management plan for Fitness and Sports infrastructure. PSP's efforts are being coordinated with the CFMWS Infrastructure Strategy to help determine the Problem and Asset inventory, starting with the infrastructure review for fitness and sports.

## PUBLIC REIMBURSABLE PROGRAM FUNDING

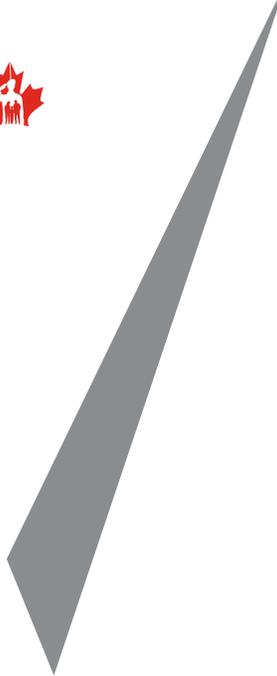
Baseline or short term Public funding reductions will negatively affect PSP's ability to deliver our programs and/or result in reductions to employees and stunt future growth.

### Action Plan

PSP will initiate terms of reference to develop a Concept of Operations for a CAF Tactical Athlete Human Performance Framework. Part of the efforts will contribute to confirm establishment in relation to service delivery for fitness, sports and health promotion. Such efforts can then be used to support the development of an MOU/SLA with the CAF/MPC.

Risks will be monitored and addressed through the CFMWS and PSP Plans, CFMWS Corporate Risk Profile and annual activities and business planning process. Effective risk management practices help management optimize outcomes with the goal of enhancing capabilities to create, preserve, and ultimately realize value for our employees, members and volunteers.





# CARE AND MAINTENANCE OF THE PLAN

The PSP Activity Tracker will be reviewed and updated on an ongoing basis.

**An annual report** will be provided to the CEO Canadian Forces Morale and Welfare Services and **made available** to PSP leadership teams within HQ and on Bases and Wings.

**Every three years**, the PSP Strategic Plan will be **reviewed more extensively** in light of changes in the operating environment and in alignment with evolving Canadian Armed Forces and CFWMS requirements and priorities.

