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## Audit of Morale and Welfare Support to Deployed Operations

May 2010

NP0603



Canada 

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## Acronyms and Abbreviations

A-FN-105	Policy and Procedures for Non-Public Property (NPP) Accounting
ACOS Sp	Assistant Chief of Staff Support
CANEX	Canadian Forces Exchange System
CANOSCOM	Canadian Operational Support Command
CCI	Command Comptroller Inspection
CDIO	CEFCOM Directives for International Operations
CEFCOM	Canadian Expeditionary Force Command
CF	Canadian Forces
CFO	Chief Financial Officer
CFPSA	Canadian Forces Personnel Support Agency
CFRT	Canadian Forces Radio and Television
CM	Camp Mirage
C PSP	Chief Personnel Support Programs
CO	Commanding Officer
Comd	Commander
CRS	Chief Review Services
DDS	Director, Deployed Support/DGPFSS
DGPFSS	Director General Personnel and Family Support Services
DND	Department of National Defence
EOTG	End of Tour Gift
FOB	Forward Operating Base
FS&R	Fitness, Sports & Recreation
FY	Fiscal Year
HLTA	Home Leave Travel Assistance
HMC	Her Majesty's Canadian (Ship)
HQ	Headquarters
HR	Human Resources
JTF-Afg	Joint Task Force Afghanistan
KAF	Kandahar Airfield
KPRT	Kandahar Provincial Reconstruction Team
LEE	Locally Engaged Employee
MV&IS	Morale Voice and Internet Services



MW	Morale and Welfare
NPF	Non-Public Funds
NPP	Non-Public Property
OP	Operation
OPI	Office of Primary Interest
Ops	Operations
PLU	Product Lookup
PSP	Personnel Support Programs
R&R	Rest and Recreation
Roto	Rotation (six-month period of deployment)
SLA	Service Level Agreement
SME	Subject Matter Expert
SMS	Store Management System
SOP	Standard Operating Procedure
TAV	Technical Assistance Visit
TF	Task Force
TFC	Task Force Committee
TFK	Task Force Kandahar
TO&E	Table of Organization and Equipment
TSE	Theatre Support Element
TSO	Theatre Standing Orders
US	United States



## Results in Brief

In accordance with the Chief Review Services (CRS) Non-Public Property (NPP) Audit Group Work Plan for fiscal year (FY) 2008/09, an audit of the Morale and Welfare (MW) Support to Deployed Operations was conducted.

The last audit on this subject was completed in 2005. The observations and recommendations from the 2005 audit report have either been sufficiently addressed by management or are no longer applicable.

The purpose of the MW programs is to enhance the life of Canadian Forces (CF) personnel, and thereby contribute to the military operational readiness and effectiveness. In terms of impact on the CF members, morale programs are a high priority.

Over the course of the audit, many recommendations to strengthen specific policies or procedures were put forth and were addressed by senior management. Only the outstanding and higher-risk issues are included in this report.

### Key Observations

#### Governance

- The overall level of governance and oversight related to the MW support to deployed operations should be enhanced;
- There is a robust system in place for performance measurement; and
- The CF members do not have a clear understanding of the MW program.

#### Accountability

- Programs and services for deployed operations (through the Canadian Expeditionary Force Command (CEFCOM), the Director General Personnel and Family Support Services (DGPFS),<sup>1</sup> and others) are frequently managed in silos with no strategic view of the entire deployed operations MW support program;
- A formal or more structured mechanism to determine the needs and wants of deployed military members is required to ensure effective MW program development; and

#### Overall Assessment

- MW programs and services are enhancing the operational effectiveness of deployed forces, supporting the physical, emotional and spiritual well being of CF personnel.
- Governance and policy gaps among the organizations that provide MW support to deployed operations are indicative of a need for additional strategic planning and direction.
- Accountability to the users of MW programs and services needs to be enhanced, i.e., with a more strategic view during the planning process.
- Effective processes need to be implemented and policies enforced to safeguard personnel and assets.

<sup>1</sup> DGPFS was formerly known as Canadian Forces Personnel Support Agency (CFPSA).

- The management of the End of Tour Gift (EOTG) program is an area where improvement in the accountability framework would have a positive impact on morale.

### Stewardship

- Oversight processes have been bypassed, thereby increasing the risk of conflict of interest situations;
- Assurance cannot be provided that assets are being adequately safeguarded;
- Compliance with security policies needs to be enforced; and
- Controls over retail inventory management need to be strengthened to mitigate the risk against undetected loss.

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**Note:** For a more detailed list of CRS recommendations and management response, please refer to [Annex A](#)—Management Action Plan.

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## Introduction

This audit of MW Support to Deployed Operations formed part of the FY 2008/09 NPP Audit Work Plan. The last audit on this subject was completed in 2005. The observations and recommendations from the 2005 audit report have either been sufficiently addressed by management or are no longer applicable.

### Objective

To provide assurance that MW support to deployed operations is being effectively delivered through programs and services that satisfy the needs of deployed members, and that appropriate governance and accountability frameworks are in place. For a detailed list of audit criteria, please refer to [Annex B](#).

### Scope

The audit scope includes all MW programs and services delivered through DGPFS. Some programs, services, and functions of MW support to deployed operations are not included in this audit because they were deemed to be of low risk and/or materiality. Other facets outside the realm of DGPFS are mentioned in this report because of their overall MW impact. The primary focus of this audit is the current mission in Afghanistan, as it represents the greatest materiality and has the highest number of personnel dedicated to supporting deployed operations. However, this audit was conducted with consideration given to making the recommendations applicable to future missions/deployed operations.

### Methodology

The following represents the general methodology employed for this audit:

- Preliminary background research and pre-conduct meetings with the Director, Deployment Support (DDS) and the Deployed Operations (Ops)<sup>2</sup> staff within DGPFS and CEFCON;
- Review of the previous audit of Deployed Operations Support published in 2005 for follow-up items;
- Review of applicable policies, standard operating procedures (SOP), and the governance structure to assess their adequacy, implementation and effectiveness;
- Preliminary assessment of financial transactions in general ledger accounts and sample selection for testing;
- Sample of Rest and Recreation (R&R) and Home Leave Travel Assistance (HLTA) Claims;
- Site visits to Camp Mirage (CM) and Kandahar Airfield (KAF);
- Interviews with the Deployed Ops staff, DGPFS;
- Questionnaires completed by MW staff and deployed military personnel in theatre;

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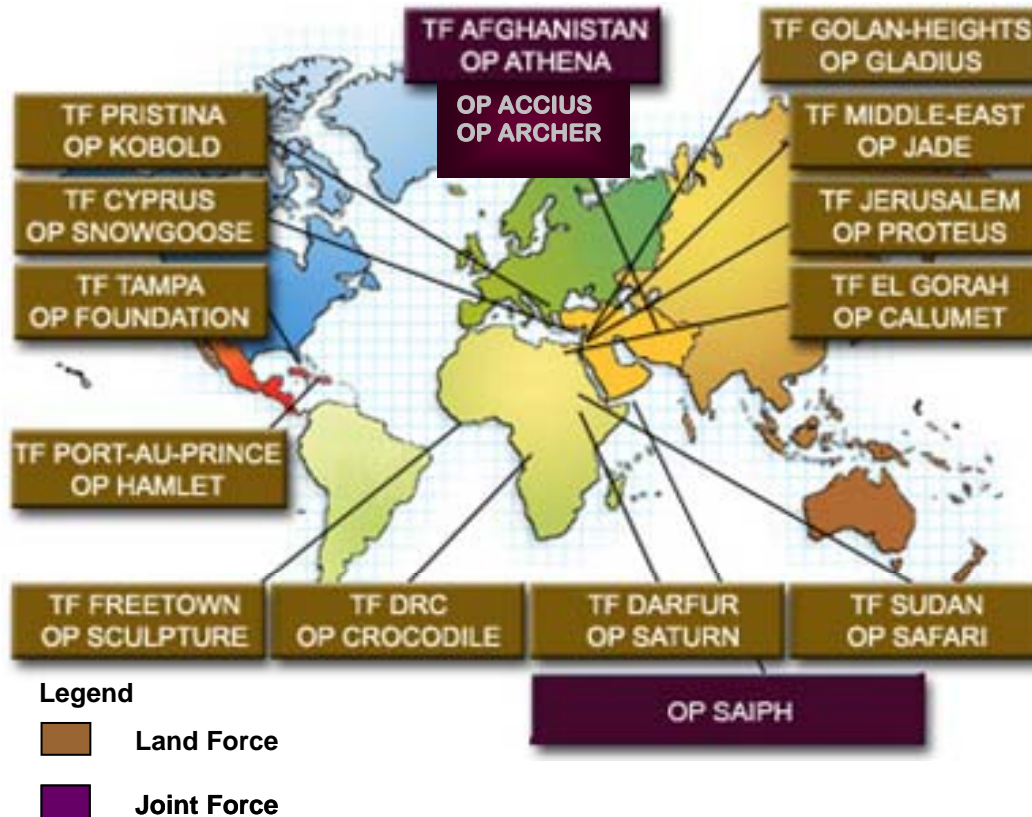
<sup>2</sup> For clarification, the term “Deployed Ops” throughout this report will refer to the section of PSP, within DGPFS, whereas the term “deployed operations” will refer to the activities undertaken by the Canadian Forces outside of Canada.



- In-depth analysis of sample data and processes documented during the site visits; and
- Final analysis of all evidence and findings gathered in this process.

**MW Program Background**

As shown in Figure 1, the CF has members deployed around the world on various operations and posted to embassies as Canadian Defence Attachés. The largest operation at this time is Joint Task Force Afghanistan (JTF-Afg), which comprises all CF assets deployed in southwest Asia on Operation ACCIUS, Operation ARCHER, and Operation ATHENA. Canada, along with 40 other nations, is participating in the International Security Assistance Force. At the time of this audit, Canada’s established strength was 2,830 personnel of whom all but approximately 15 are deployed on Operation ATHENA. This audit focused primarily on MW support to JTF-Afg Operation ATHENA. JTF-Afg is made up of units at KAF, Kabul, Kandahar Provincial Reconstruction Team (KPRT) at Camp Nathan Smith, and the Theatre Support Element (TSE) in the Persian Gulf region (also referred to as Camp Mirage).



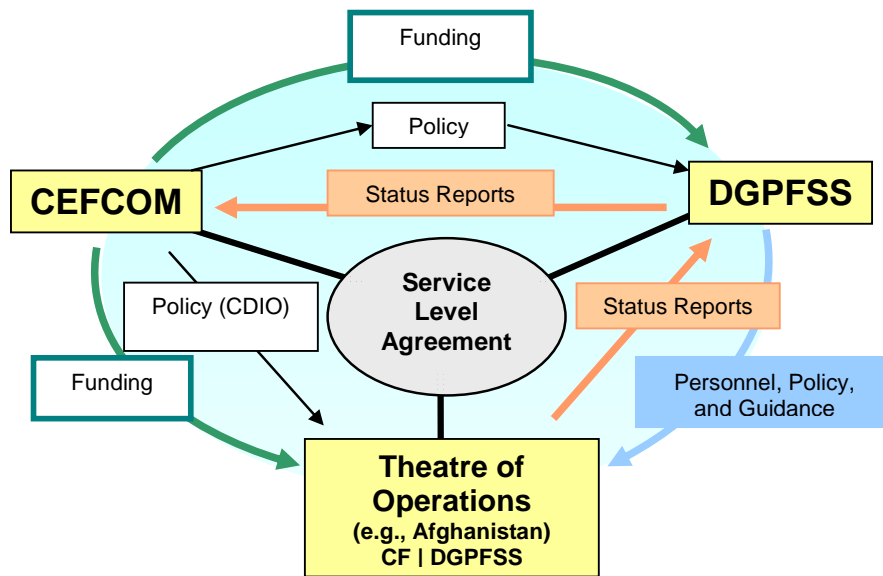
Source: CEF/COM website.

**Figure 1. Current CEF/COM Operations.** This global map depicts present CEF/COM Operations by name and indicates the location of each operation.



CEFCOM is the operational command responsible for all CF international operations, (except operations conducted solely by Special Operations Forces elements). One of CEFCOM’s responsibilities is to ensure that CF members within these international operations receive “a reasonable level of goods, services, and recreation facilities,”<sup>3</sup> dispensed through a MW program. The MW imperatives are outlined in CEFCOM Directives for International Operations (CDIO) 1000, 1.4-11, an extract of which can be found at [Annex C](#). Notably, this directive assigns DGPfSS, as an organization, with the mandate to deliver MW programs and services in theatre on behalf of CEFCOM.

An abbreviated organizational structure is presented at [Annex D](#) illustrating the reporting structure and relationship between the stakeholders responsible for MW support to deployed operations. Figure 2 displays the roles, responsibilities and interdependence between the stakeholders.



**Figure 2. Roles, Responsibilities and Interdependence of Stakeholders.** This flowchart outlines the MW support relationship between CEFCOM, DGPfSS, and those in the theatre of operations (JTF-Afg).

DGPfSS, as Managing Director of NPP and as Chief Executive Officer, Staff of the Non-Public Funds (NPF), Canadian Forces,<sup>4</sup> is responsible for administering NPP on behalf of the Chief of the Defence Staff and for delivering selected publicly funded MW programs, services, and activities to eligible members on behalf of the Chief of Military Personnel. NPP is a form of Crown property that is distinct from public property. It is created by the *National Defence Act* and is used for the benefit of CF members and their families. The Personnel Support Programs (PSP) Division of DGPfSS employs a headquarters (HQ) Deployed Ops section that is responsible for the administration of the delivery of MW programs and services to CF personnel deployed around the world at missions, embassies, and at special taskings as required.

<sup>3</sup> Treasury Board Minute, Number 689194.

<sup>4</sup> Staff of the Non-Public Funds, Canadian Forces is a separate employer, listed on Schedule V of the *Financial Administration Act*, i.e., staff are not CF members or Department of National Defence (DND) employees.

The Deployed Ops section hires, trains, and provides guidance and support to NPF employees deployed to support the CF. NPF employees are mainly deployed to large operations, although support programs and services are provided to all deployed CF personnel.

DGPFSS has been deploying civilian staff since September 2000 to international operations such as Bosnia-Herzegovina. Since the inception of the Deployed Ops section within the PSP at DGPFSS, staff have been deployed to support international operations in locations such as Haiti and Afghanistan, and have also been tasked to support domestic operations such as the Vancouver 2010 Olympics.

Presently, DGPFSS deploys approximately 72 civilian staff, also known as MW staff, to support JTF-Afg at KAF, KPRT, and Camp Mirage. Most of these personnel are on a six-month rotation (Roto). An organizational chart of their positions is included as [Annex E](#).

The programs and services delivered in theatre by MW staff are the following:

- Fitness, sports and recreation
- Barbers
- Retail
- HLTA

The programs managed by Deployed Ops staff, DGPFSS, are as follows:

- Amenities
- Canadian Forces Radio and Television (CFRT)
- Mission Information Line
- Show Tours

The services for in-theatre programs, managed by Deployed Ops staff, DGPFSS, are the following:

- Advice, Guidance and Technical Support from Subject Matter Experts (in Ottawa)
- Personnel—Recruitment, Selection and Training of Staff
- Procurement
- Human Resources and Accounting Services

Descriptions of each of the programs/services are included as [Annex F](#).

In preparation for deployments, DGPFSS delivers a comprehensive and in-depth training program. This two week training session provides the candidates (applicants competing for MW positions), with the military knowledge requirements for in-theatre, safety, security, cultural awareness, fitness, leadership training, team work exercises, and specific training for the position they have applied for. The training also attempts to give them a taste of the demanding environment they will be exposed to by placing them in challenging situations to judge how well they cope with the stress.

## Governing Documents

There are numerous references for MW Support to deployed operations, some dating back more than 30 years. The most recent and relevant to this audit are the following:

1. CDIO series
  - Provides guidance for the employment of the forces assigned to Commander (Comd) CEFCOM;
  - Establishes information and directives to guide and/or direct Force Generators, Force Employers, supporting commands/level ones, and Task Force (TF) Comd; and
  - To be used for the planning, preparation, support, conduct and operational analysis of international operations, as well as force generation.
2. Service Level Agreement (SLA): DGPFSS and Comd CEFCOM, November 2008
  - Specifies the deliverables for DGPFSS—programs, services, facilities to be provided for MW; and
  - Specifies the deliverables for CEFCOM:
    - funding—for salaries and benefits for MW staff, CFRT operations;
    - access to transportation for delivery of retail products, amenities and welfare equipment (in accordance with operational priorities);
    - necessary infrastructure and services in theatre for the conduct of MW activities;
    - access for DGPFSS deployed ops staff to conduct technical assistance visits and staff inspections; and
    - in-theatre support for MW staff (rations, quarters, personal protective equipment, medical, dental services).



## Findings and Recommendations

### Governance

Governance and policy gaps among the organizations that provide MW Support to Deployed Operations are indicative of a need for additional strategic planning and direction.

In many situations, there is a tendency to rely on existing relationships and the experience of incumbent staff rather than written documentation or a formalized governance structure. Operations are running smoothly now, but this may be a by-product of who the incumbents are in key positions, their experience, and the relationships that they have developed, rather than the result of a solid governance and management framework. There are key senior DGPFS Deployed Ops personnel who possess a significant amount of undocumented corporate knowledge. The impact on the organization if it were to lose any of these individuals could be significant given the lack of supporting documentation or knowledge transfer mechanisms in place.

**Service Level Agreement.** The current SLA (signed in 2008) is more generic and flexible than the preceding agreement (signed in 2006). This nonspecific form may lend itself to broader use but is not precise in identifying accountability. The sections in the previous SLA which specified service delivery standards and the accountability mechanisms have been deleted. The absence of an accountability framework could result in declining service levels or unmanaged expectations.

### Recommendation

Standards for service delivery and accountability mechanisms should be added to the SLA.

**OPI:** CEFCOM ACOS Sp

### NPF Policy Knowledge at Task Force Fund

**Committee (TFC) Meetings.** The TFC is established at the beginning of each Roto and tasked with the responsibility of advising and assisting the TF Comd with the management and supervision of both NPF assets and public assets acquired through profits from retail operations, R&R funds, the Physical Fitness and Maintenance Grant and other activities of the TF. The TFC is chaired by a delegate of the TF Comd and is comprised of a cross-representation of in-theatre military personnel. TF Funds are non-public funds and thus the NPF Welfare Manager attends the Committee meetings as an ex-officio member. Committee members may not possess the necessary NPF policy knowledge on which to base sound decisions. The NPF Accounting Coordinator and Retail Manager sometimes attend meetings in an ex-officio capacity to provide subject matter expertise; however, the NPF personnel who attend meetings have not always demonstrated adequate NPF accounting knowledge. The committee has on occasion put forth recommendations that, had they come to fruition, would have contravened NPF policy.

### NPF Policy Expertise

Funds are at risk in the absence of NPF policy expertise.



**Recommendation**

In future, for the specified NPF Deployed Ops job postings, experience in or at least knowledge of, the NPF policies and procedures should be required. If there are no candidates with this knowledge, additional NPF accounting policy training should be provided to key personnel prior to deployments.

**OPI:** DGPFS/C PSP/DDS

**Oversight.** MW programs/services for deployed operations do not have the same level of governance as the programs delivered on bases in Canada. Operational tempo has frequently been quoted as the justification for occasionally side-stepping expected oversight and accountability practices. Personnel responsible for contracting and procurement have been afforded a greater level of discretion and authority, with timeliness and operational requirements stated as the rationale for not following SOPs that are typically in place in Canada. One example is the Chief of the Defence Staff provision allowing DGPFS to conduct its own tendering process for Show Tours, rather than using Public Works and Government Services Canada or the MERX Canadian Public Tendering Service. There is a legitimate requirement for a rapid contracting and procurement process due to the nature of the activity, but transparency of the process could be enhanced. For example, some headlining Show Tour performers are preselected due to scheduling requirements; if the pre-selection was documented to demonstrate the rationale, the decision-making process would be transparent and the decisions could be justified.

Policies for activities such as the EOTG Program do not exist. In Canada, bases/wings/units have Mess constitutions that provide direction on the equivalent program (Mess departure gifts). Oversight of the EOTG program is a responsibility of the TFC; however, the TFC constitution does not address EOTGs, and the constitution is subject to change with each Roto.

Without established policies, each TF Comd is responsible for local practices for that Roto. This situation has caused inconsistencies in procedures from Roto to Roto and has negatively affected morale as expressed by deployed CF members.

**Recommendation**

Policies should be established or expanded to address in-theatre operations and to provide a framework that ensures programs/activities are administered with consistency and fairness. Specifically, transparency of the selection process for Show Tour performers and the EOTG policy need attention.

**OPI:** Comd CEFCOM

**Needs/Wants Assessment.** There is no mechanism in place to determine the needs/wants of the deployed military members or their satisfaction level with the MW support programs currently being delivered. It is important that an assessment tool be utilized on a regular basis to ensure the resources are not being misused or misdirected.

At the request of the National Support Element Commanding Officer, a questionnaire was developed for use as an assessment tool in theatre. The questionnaire was disseminated to the various units for distribution to the CF members. Feedback from the survey provided a great deal of insight into the value of the MW support delivered to the CF members.

For future missions/operations a needs/wants assessment tool should be utilized to ensure value for money.

**Equitable Distribution of Services.** Forward Operating Bases (FOB), Kabul, and KPRT were not included in the site visit; however, many responses to the questionnaire were received from these locations. These respondents consistently stated that they believe they are not receiving adequate MW support. Personnel at the FOBs stated that the CF members on the front line experience the greatest hardship, yet they receive the least benefits. DDS reported that additional resources (staff) have been requested in the past but, due to the inherent risk to the civilian welfare staff, the requests were denied. However, an increase in resources, dedicated explicitly to the FOBs would raise morale, even if in the form of additional tangible amenities. The individuals from Kabul requested consideration for at least one MW employee to enhance the delivery of MW programs.

### Recommendation

The level of MW support to the FOBs, KPRT, and Kabul should be reassessed.

**OPI:** Comd CEFCOM

**Technical Assistance Visits (TAV).** TAVs are executed in theatre by DGPFSS during every Roto to ensure that programs are operating well and mandates are being met. However, there are some deficiencies with the TAVs completed by DGPFSS, in that:

- They do not have a structured format or pre-visit objectives;
- They often correct problems on-site without documentation; and
- There is no documentation in theatre to indicate that matters requiring correction or action (following a TAV) have been addressed.

Consequently, trends may not be identified and problems could have further implications if left to develop. We recognize that experienced personnel are conducting the visits; however, by documenting the observations, recommendations and actions taken:

- Consistency would be improved;
- A lessons learned capability would be provided; and
- Corporate knowledge would be retained.

### Recommendation

A TAV template should be created and observations and recommendations should be documented to facilitate follow-up and transfer of knowledge. Lessons learned should be recorded and maintained within DGPFSS.

**OPI:** DGPFSS/C PSP



**Oversight of Accounting Function.** The DGPFS HQ Deployed Operations Accounting Analyst conducts the NPF portion of the CEFCOM Command Comptroller Inspections (CCI).

#### Segregation of Duties

Segregation of the performance and review functions of accounting is required.

Currently, this inspection is completed simultaneously with the DGPFS management TAVs during each Roto. The Accounting Analyst has also performed functional tasks in theatre and the in-theatre accounting staff indicated that they view him as the “manager” from whom they receive functional guidance. Essentially, when the Deployed Operations Accounting Analyst conducts the review, whether part of the CCI or the TAV, he is inspecting his own work. Without additional segregation of duties, anomalies could go undetected. Greater independence and objectivity must be added to this process in order for CEFCOM to ensure that adequate internal controls are in place.

#### Recommendation

The DGPFS/Director of Finance should appoint an alternate individual to conduct the NPF accounting portion of the TAVs at least once per year.

**OPI:** CEFCOM J8; DGPFS/CFO

**Performance Measures.** There is a robust system in place for performance measurement. There is almost daily communications between the NPF management staff in theatre and those at HQ. Each of the senior NPF positions in theatre has a “go-to” person in Ottawa. This not only ensures continuity and consistency in the advice chain but also objectivity from someone outside the immediate situation. Additionally, weekly status reports summarizing operational activity for the period are completed, shared and tracked between in-theatre, DGPFS and CEFCOM. This framework has clear reporting timelines and specified deliverables.

**Communication.** In the questionnaire, many of the CF members expressed dissatisfaction with certain welfare programs, DGPFS, and/or the welfare staff. It was apparent that many CF members did not have a clear understanding of the roles and responsibilities of the MW staff in theatre, or of the MW programs and services. Their negative view may have been due to misinformation or expectations that were based on past deployments or postings. The resulting misconceptions reflect poorly on the programs and the welfare staff, can negatively impact the working relationship between the military and the welfare staff, and decrease the morale of all deployed personnel.

A comprehensive communications plan is in place to inform military personnel of the MW services available in theatre. Prior to deployment, key leadership teams are personally briefed by a member of the DGPFS HQ Deployed Operations section on all components of MW services. Additionally, all military and civilian personnel receive detailed briefings once they arrive in theatre on HLTA entitlements and processes, and the MW services available to them. However, given the abundance of information being thrust onto personnel prior to and upon arrival in theatre, most of which is operational in nature, it is not surprising that personnel may not recall all aspects of the MW services briefing.



**Recommendation**

A communications plan should be developed to manage the expectations of the CF members by presenting targeted messages wherever possible.

**OPI:** CEFCOM ACOS Sp

**Standard Operating Procedures.** Job descriptions and SOPs for the NPF personnel in theatre are for the most part up-to-date and accurate. However, this is not true of the DGPFS Deployed Ops staff (HQ). There is a risk of losing continuity and corporate knowledge if these documents are not maintained. The learning curve for new employees will be prolonged and measurement criteria will be absent, making employee assessments more difficult. For some programs, the need for SOPs is heightened because there is only one individual responsible for tasks associated with that program. Turnover of one of these individuals would cause a more significant impact on operations.

**Recommendation**

Job descriptions should be updated and regularly reviewed for all of the staff in Deployed Ops, DGPFS. As a good business practice, SOPs or documentation of key processes should be outlined to help facilitate transfer of knowledge and continuity when and if necessary.

**OPI:** DGPFS/C PSP

**Segregation of Duties.** Duties are adequately segregated within most Deployed Ops functions of the PSP Division, DGPFS, with the notable exception of the CFRT program. The CFRT budget is significant and merits greater risk mitigation than is currently in force. Presently, one person has control over procurement, programming, communication, and funding management. Increased segregation of duties would reduce the chance of errors or omissions going unnoticed and would provide the opportunity for cross-training of personnel and facilitate alternate personnel assuming duties during periods of absence. Notwithstanding that the Deployed Ops team is a small unit presenting challenges to segregation of duties, the current situation puts both the employer and the program at risk.

**Recommendation**

Ensure that duties are segregated within all Deployed Ops functions of the PSP Division, DGPFS and that coverage can be provided during staff absences.

**OPI:** DGPFS/C PSP/DDS

## Accountability

Accountability to the users of MW programs and services needs to be enhanced, i.e., with a more strategic view during the planning process.

Programs and services for deployed operations (through CEFCOM, DGPFSS, and others) are frequently managed in silos with no strategic view of the entire deployed operations MW support program. Each activity or service may appear to run well on paper, meeting its own mandate, but the overall program is not as effective and efficient as it should/could be.

**Program and Service Mandates.** CEFCOM/DGPFSS are responsible for providing MW services and amenities to the deployed personnel. Site visit observations and responses to the questionnaires sent to deployed members indicate that members perceive a shortfall in services being provided to meet their needs and wants. Examples include the dated mandate for services such as the CFRT and Morale Phone and Internet which were established during a very different technological time.

CFRT was established under the authority of A-PS-110-001/AG-003 and Treasury Board in 1973. The technology of today and the demographics of the deployed personnel require a hybrid of services. Survey respondents indicated that they are more likely to get their news through online sources rather than from CFRT, which only provides one television station in each official language. CF members also indicated on the survey that they would like more options for television and Internet, such as access to the Internet in a more convenient and private environment, i.e., their rooms. Under the current structure, access is sporadic and inconvenient, with only a limited number of buildings providing access and space.

The cost-benefit of the services warrants additional analysis considering the dissatisfaction expressed by users and the substantial funds that are being expended. CFRT and Morale Phone and Internet represent combined contracts exceeding \$100 million over a three-year period. The survey responses indicate that the current phone and Internet services are not satisfactory. Many CF members are paying for wireless Internet service through a third-party provider in theatre. This results in a necessity for them to pay out of pocket, which they are willing to do in order to communicate with their families.

## Recommendations

The objectives for CFRT and the mandate for this program should be reviewed to maximize the value received for the resources being expended.

**OPI:** Comd CEFCOM; DGPFSS

Morale Phone and Internet service should be reviewed to ensure it is responding to the needs of the CF members and that the service provides value for money (in conjunction with a review of CFRT).

**OPI:** Comd CEFCOM



**Canadian Procurement.** The DGPFS HQ Deployed Ops section only has two staff members responsible for procurement who must devote a significant amount of time sourcing suppliers and completing the associated administrative tasks with procurement. Procurement is just one of their many responsibilities. Merchandise being shipped to theatre often requires a quick procurement process, which has led to instances where goods have been sole-sourced and the required documentation was not completed. Due to the high-profile nature of the operation, it is crucial that all purchasing activity adheres to established policies and procedures.

**Partnership Options**

There is an opportunity for horizontal collaboration between CANEX and Deployed Ops, DGPFS.

DGPFS has an entire team of buyers within the Canadian Forces Exchange System (CANEX) Division who have established a long list of vendors who can provide competitive prices because of CANEX’s multi-store buying power. CANEX has advised that Deployed Ops could be assisted with purchasing in a manner that would still allow for local or other unique purchases whenever required. Deployed Ops is currently duplicating efforts by not utilizing available resources.

**Recommendation**

Partnership options between PSP and CANEX should be assessed and considered for a more effective and efficient use of resources. This would allow the Deployed Ops team to focus on other business matters such as program management, and would also provide an added level of transparency to the procurement process.

**OPI:** DGPFS/C PSP/DDS

**End of Tour Gift Program.** The original intent of the EOTG was for it to be similar in nature to a Mess departure gift and that it would typically be a memento or souvenir of the deployment. The type of gift and its cost are determined by the TFC and individual units. Throughout the current mission, personnel have received gifts that are significantly different in type and value, i.e., gift cards or clothing ranging from \$50 to \$200, and this disparity has proven to cause discontent among CF members. Furthermore, the EOTG program is an administrative burden to the personnel tasked with this secondary or tertiary duty.

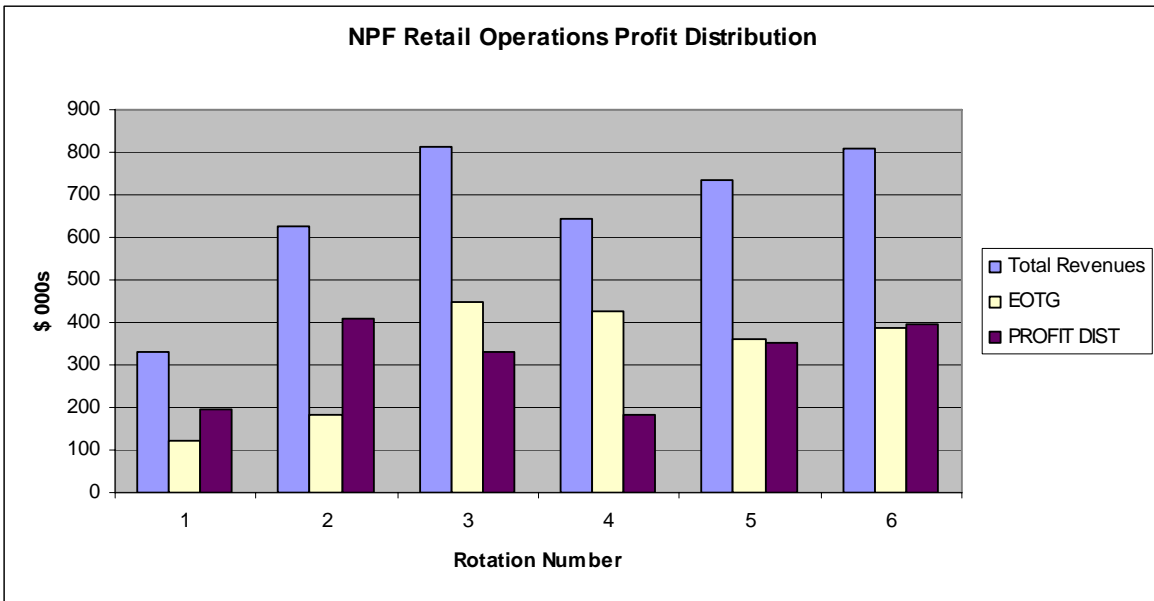
**EOTG Program**

The EOTG program has strayed from its original intent and is having a negative impact on morale.

The EOTG program has varied from Roto to Roto in terms of the types of gifts selected and their value. A significant portion of revenues from retail operations have been used to fund the EOTG program—over 66 percent of revenues in Roto 3 (see Figure 3). Retail prices were perceived (by the CF members) to be unnecessarily high; however, lower prices would result in lower profits available for distribution. Questionnaire responses indicated that deployed personnel do not have a clear understanding of the correlation between NPF retail revenue and the funding of the EOTG program.

Direction was issued by Comd CEFCOM on 28 November 2006 that EOTG should not exceed \$100 in value and shall not take the form of gift cards. The questionnaire responses demonstrated that this directive has not been adhered to. Given the disparity of the gifts, and the dissatisfaction with the program, the funds may be better spent on other MW programs.

Figure 3 illustrates the total net revenues generated from NPF retail operations and the two main uses of funds: EOTG and profit distribution.



**Figure 3. NPF Retail Operations Profit Distribution.** This bar chart illustrates the net revenues and profit distribution from retail operations at JTF-Afg. From Roto 1 to Roto 6, US\$1.92 million was spent on EOTGs, while only US\$1.87 million was distributed back to units and bases. Profits are distributed as follows: 1/3 to Base/Wing Funds from which the personnel were deployed, 1/3 to Unit Funds from which the personnel were deployed, and 1/3 remaining in theatre to capitalize the operation and enhance programs and activities. The data is summarized in Table 1:

Roto	Total Revenues (000s)	EOTG (000s)	Profit Distribution (000s)
1	329.1	120.3	197.8
2	624.5	184	410.3
3	811.8	448.4	332.6
4	641.4	427.2	184.2
5	735.7	360	353.5
6	808.4	385	393.7

**Table 1. NPF Retail Operations Profit Distribution.**

The Chief Financial Officer (CFO), DGPFS has advised that a funding distribution working group has been established for the “New Deal” Study Directive—*Modernization of the Funding & Management Arrangements for Non-Public Property Programs, Activities, and Capital Infrastructure*. This working group will address uses of revenues generated by retail operations in theatre, and appropriate profit distribution.

### **Recommendation**

The EOTG should be restricted to a pre-determined maximum cost, with consideration given to implications on retail prices and other uses for funds.

**OPI:** Comd CEFCOM

**Product Selection and Pricing.** The quality, variety and pricing of merchandise sold at the Canadian retail outlets throughout JTF-Afg are not consistent, and many CF members have expressed dissatisfaction. There was also evidence of knock-off merchandise being sold through the retail outlets in KAF. Risks associated with this practice include legal ramifications, damage to the reputation of DGPFS, the Canadian retail outlets, and Canada among other allied nations in KAF. CF members cannot be assured that the goods they are purchasing have the expected manufacturer warranties.

### **Recommendation**

The TF Buyer should immediately refrain from knowingly purchasing any goods where authenticity cannot be confirmed or goods that are suspected of not being legitimate. Goods that have a tendency for being knock-offs in the host nation should be procured from Canada.

**OPI:** KAF Welfare Manager

**Auditor’s Note:** Since the site visit, the TF Buyer and the Retail Manager have partnered and are spending time on site in both KAF and the host nation to facilitate a more effective and efficient procurement process. This should ensure that consistent product selection and prices are maintained.

**Stewardship**

Effective processes need to be implemented and policies enforced to safeguard personnel and assets.

**Security of Personnel.** MW staff in KAF were not following procedures when sirens warned of a potential rocket attack. All personnel receive significant training regarding these procedures and every warning must be taken seriously.

.....  
.....  
.....  
.....  
.....  
.....

**Recommendations**

Immediate action should be taken to enforce KAF policy regarding rocket-attack warning procedures and the appropriate disciplinary action taken against any personnel who do not comply.

**OPI:** KAF Welfare Manager

Camp policy .....  
should be enforced.

**OPI:** TSE CO

**Auditor’s note:** The site Manager in Camp Mirage stated that the policy is now being enforced.

**Potential Conflict of Interest.** Situations have evolved whereby oversight steps and processes are by-passed due to one or more of the following:

- Uniqueness of the operation;
- The type of work being performed;
- The small size of the functional group;
- Familiarity among the staff within the partner organizations; and
- The operational tempo.

One example observed was the TF Buyer making personal purchases in the host nation at the same time as procuring goods for the retail outlets. There is a risk of the TF Buyer placing herself in a conflict of interest situation .....  
..... with various vendors. ....

If the Camp policy ..... is enforced, this should help mitigate this risk.

**Recommendation**

Policies and practices should be reviewed to ensure that conflict of interest situations are mitigated.

**OPI:** KAF Welfare Manager; DGPFSS/DDS

**Safeguarding of Assets.** An estimated \$40,000 worth of Tim Hortons gift certificates were observed being stored in a filing cabinet with shared access in a common office. All negotiables exceeding \$1,000 in value must be secured in a safe, in accordance with National Defence Security Policy and A-FN-105. There is a risk of financial loss as well as risk of damaging the reputation of DGPFSS and the CF. The gift certificates are donated predominately by community groups that take great effort and pride in their endeavors to support Canadians serving in Afghanistan.

**Safeguarding of Assets**  
Assurance cannot be provided that assets are being adequately safeguarded.

.....  
.....

**Recommendations**

All negotiables exceeding \$1,000 should be adequately secured and the custody of the gift certificates should be tracked.

**OPI:** KAF Welfare Manager

.....  
.....

**OPI:** Camp Mirage Site Manager

**Retail Inventory Management.** Controls over retail inventory management need to be strengthened to detect and avoid loss. Processes for monitoring and tracking inventory are manual, outdated, and not on par with those of other nations in KAF.

During the site visit, it was noted that stocktaking reports were not fully completed or tracked for trends. Goods were not sufficiently tracked from the time of delivery through to the time of sale at retail outlets. Goods were being assigned to the wrong departments when brought on inventory, which skews the subsequent stocktaking results. Without appropriate control, analysis, and general oversight, shortages and trends may go unnoticed and it would be difficult to hold individuals accountable for variances.

Following the site visit, DGPFSS Deployed Ops began implementation of the Store Management System (SMS), although there have been technological barriers preventing this process. SMS is an electronic point of sale system that allows users to input inventory data, track movement and sales, provides a perpetual inventory listing, and generates management reports. The Deployment Retail Manager has advised that technological upgrades are still a work in progress. DGPFSS is working with the manufacturer of SMS to find a solution to implement an electronic inventory



management system. Management is optimistic that a solution is imminent. Once implemented, this system should allow greater control, management oversight, and analytical capabilities.

### Recommendations

The Accounting Coordinator should ensure that stocktaking reports are completed in full, including dates and departmental variances, and results should be tracked period-over-period so that trends may be identified and analyzed.

**OPI:** DGPFS/DDS; KAF Welfare Manager

Financial and operational support should be provided for DGPFS to implement an electronic integrated inventory management system.

**OPI:** Comd CEFCom; TF Comd

**HLTA Claims.** More than 6,000 travel claims are processed each year by the MW Travel Coordinators. The value of travel claims for Roto 7 (February 2009 to July 2009) was approximately US\$9.2 million, which would translate to approximately US\$18 million per year to provide HLTA and travel to third location. A review of HLTA claims in both KAF and Camp Mirage was completed. In KAF, there were zero policy infractions in the sample of processed claims and only two mechanical errors. In Camp Mirage, however, the review of claims revealed numerous mistakes in both policy compliance and mechanical errors, which should have been detected and corrected with an effective monitoring process. Given the high materiality, undetected errors could have a significant financial impact. HLTA is one of the most visible and valued MW programs. Errors in claims processing could also cause morale problems if CF members perceived disparate entitlements.

The Site Manager for Camp Mirage acknowledged the deficiencies in the claims process. The claims examined were from the previous Roto, and since that time new military and MW staff had assumed positions. The Site Manager reported that additional training had been provided for the present staff and a better system of monitoring had been instituted before the present Roto began submitting claims.

### Recommendation

The claims in Camp Mirage should be monitored to ensure the training and monitoring system is effective.

**OPI:** KAF Welfare Manager

**R&R Claims.** A random sample of R&R claims was tested for compliance with the appropriate policies. The results were that less than 1 percent had attribute errors, such as wrong entitlement amount used for that Roto, or combining expenses (like meals) on the R&R claim that should be on a movements claim. The materiality was not an issue and does not require further action.

## Annex A—Management Action Plan

### Governance

#### CRS Recommendation

1. Standards for service delivery and accountability mechanisms should be added to the SLA.

#### Management Action

Although service delivery accountability mechanisms are still effectively established in practice, concur that they should also be included within the SLA between CEFCOM and DGPFS. These will be added to the next SLA, forecasted for review in fall 2010.

**OPI:** CEFCOM ACOS Sp

**Target Date:** November 2010

---

#### CRS Recommendation

2. In future, for the specified NPF Deployed Ops job postings, experience in or at least knowledge of, the NPF policies and procedures should be required. If there are no candidates with this knowledge, additional NPF accounting policy training should be provided to key personnel prior to deployments.

#### Management Action

Concur. NPF Accounting Coordinator now has considerable training in NPF accounting policies.

**OPI:** DGPFS/C PSP/DDS

**Target Date:** Done

---

#### CRS Recommendation

3. Policies should be established or expanded to address in-theatre operations and to provide a framework that ensures programs/activities are administered with consistency and fairness. Specifically, transparency of the selection process for Show Tour performers and the EOTG policy need attention.

#### Management Action

Although DGPFS is responsible for procuring and contracting MW services on behalf of CEFCOM deployed operations, and recognizing that operational exigencies may necessitate a rapid tendering process, CEFCOM concurs that tendering processes should be administered fairly and consistently.

## ANNEX A

CEFCOM J1 staff now participate directly in the selection of Show Tour participants, providing greater transparency in the process.

The inconsistencies with the EOTG Program for the current Roto have been addressed through the TFK HQ Unit Fund Committee minutes of 9 November 2009, which stipulates that members may now choose a gift from a pre-determined selection of five gifts, to a value not exceeding \$100 US.

To ensure consistency across future Rotos, CEFCOM will direct JTF-Afg HQ to draft a TSO on EOTGs, incorporating the aspect of “value not exceeding \$100 US and shall not take the form of gift cards.”

**OPI:** Comd CEFCOM

**Target Date:** May 2010

---

**CRS Recommendation**

4. The level of MW support to the FOBs, KPRT, and Kabul should be reassessed.

**Management Action**

CEFCOM and JTF-Afg HQ are very concerned about ensuring an equitable distribution of MW services to all elements of the JTF and make considerable effort to deliver programs to those outside the wire. It must be remembered that services outside KAF will be different than those available inside KAF.

Since the CRS visit, most FOBs and Platoon Houses have received fitness and recreation equipment suited to their location, as well as CFRT and retail product consignments.

**OPI:** Comd CEFCOM

**Target Date:** Done

---



## ANNEX A

**CRS Recommendation**

5. A TAV template should be created and observations and recommendations should be documented to facilitate follow-up and transfer of knowledge. Lessons learned should be recorded and maintained within DGPFFS.

**Management Action**

TAV template will be used. Observations and recommendations will be posted on a common drive for reference/lessons learned.

**OPI:** DGPFFS/C PSP

**Target Date:** July 2010

---

**CRS Recommendation**

6. The DGPFFS/Director of Finance should appoint an alternate individual to conduct the NPF accounting portion of the TAVs at least once per year.

**Management Action**

**CEFCOM J8:** The DGPFFS HQ Deployed Operations Accounting Analyst conducts the NPF portion of the CEFCEOM CCI in the same manner that the CEFCOM J8 conducts the public portion of the CCI. DGPFFS is relied upon to conduct reviews as CF finance officers no longer maintain expertise in NPF accounting; however, CEFCOM would consider appointing alternate personnel to conduct NPF audit if there was cause to do so.

**DGPFFS/CFO:** Concur.

**OPI:** CEFCOM J8; DGPFFS/CFO

**Target Date:** Done

---



**CRS Recommendation**

7. A communications plan should be developed to manage the expectations of the CF members by presenting targeted messages wherever possible.

**Management Action**

Despite a comprehensive communications plan in place to inform military personnel of the MW services available in theatre, it is clear that misunderstandings still exist regarding the various programs and services available to CF personnel. CEFCOM will direct DGPFFS to help alleviate these misunderstandings by educating deployed soldiers at each point of contact (e.g., signage at retail outlets).

**OPI:** CEFCOM ACOS Sp

**Target Date:** July 2010

---

**CRS Recommendation**

8. Job descriptions should be updated and regularly reviewed for all of the staff in Deployed Ops, DGPFFS. As a good business practice, SOPs or documentation of key processes should be outlined to help facilitate transfer of knowledge and continuity when and if necessary.

**Management Action**

Job descriptions for Deployed Ops, DGPFFS staff will be updated. We have SOPs for jobs with multiple staff doing the same thing over relatively short employment periods.

**OPI:** DGPFFS/C PSP

**Target Date:** December 2010

---

**CRS Recommendation**

9. Ensure that duties are segregated within all Deployed Ops functions of the PSP Division, DGPFFS and that coverage can be provided during staff absences.

**Management Action**

We will ensure greater segregation, e.g., ensuring that approvals/verifications within procurement and operational functions are separated.

**OPI:** DGPFFS/C PSP/DDS

**Target Date:** Done

---

## Accountability

### CRS Recommendation

10. The objectives for CFRT and the mandate for this program should be reviewed to maximize the value received for the resources being expended.

### Management Action

CEFCOM agrees that the CFRT program should be reviewed to ensure that the service is relevant and value maximized; however, given that the first option year of the existing contract has already been exercised for 2010/11, this item will be held over until next year, prior to exercising further options.

CFRT has a mandate to provide access to Canadian radio and television programming for deployed CF personnel. While other means are available for access to radio and television none have the Canadian content which is core to the mandate.

**OPI:** Comd CEFCOM; DGPFS

**Target Date:** March 2011

---

### CRS Recommendation

11. Morale Phone and Internet service should be reviewed to ensure it is responding to the needs of the CF members and that the service provides value for money (in conjunction with a review of CFRT).

### Management Action

Morale Voice and Internet Services (MV&IS) were recently inspected by CANOSCOM HQ, on behalf of CEFCOM. In light of current fiscal pressures, MV&IS is currently under review by CEFCOM with a view to eliminating costly services that are not utilized by the majority of personnel.

**OPI:** Comd CEFCOM

**Target Date:** June 2010

---

## ANNEX A

**CRS Recommendation**

12. Partnership options between PSP and CANEX should be assessed and considered for a more effective and efficient use of resources. This would allow the Deployed Ops team to focus on other business matters such as program management, and would also provide an added level of transparency to the procurement process.

**Management Action**

Partnerships with CANEX are being used whenever possible, and will be increased particularly where buying power can be leveraged. We have an ongoing program to look at realigning DGPFS by function vice organization.

**OPI:** DGPFS/C PSP/DDS

**Target Date:** Done

---

**CRS Recommendation**

13. The EOTG should be restricted to a pre-determined maximum cost, with consideration given to implications on retail prices and other uses for funds.

**Management Action**

Per the 9 November 2009 minutes of the TFK HQ Unit Fund, EOTG now has a maximum amount of \$100 US. Furthermore, to reduce administration and the perception of inequity in the type and value of gifts, a catalogue of five gifts has been created from which members can select the gift they want.

In the current review of MV&IS, the use of NPF to address funding deficiencies will be considered.

**OPI:** Comd CEFCOM

**Target Date:** June 2010

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**CRS Recommendation**

14. The TF Buyer should immediately refrain from knowingly purchasing any goods where authenticity cannot be confirmed or goods that are suspected of not being legitimate. Goods that have a tendency for being knock-offs in the host nation should be procured from Canada.

**Management Action**

The TF Buyer has been instructed to no longer purchase from vendors who cannot prove legitimacy of product. With the improved supply line from Canada the potential to partner with CANEX will be explored to benefit from bulk purchase pricing. The SMS that is being currently established in theatre will drive purchasing by efficiently managing inventory and allowing for better trend analysis and planning for purchases from Canada.

**OPI:** KAF Welfare Manager

**Target Date:** Done

---

**Stewardship****CRS Recommendation**

15. Immediate action should be taken to enforce KAF policy regarding rocket-attack warning procedures and the appropriate disciplinary action taken against any personnel who do not comply.

**Management Action**

- Rocket Attack procedures have been redrafted to meet all scenarios and all staff have been briefed; ..... have been designated to assist in ensuring procedures are being followed during rocket attacks;
- Have established post-rocket-attack procedures to confirm staff compliance;
- New staff members receive rocket-attack procedures with their arrival package in theatre and are briefed with respect to the process; and
- Disciplinary action will be taken if instructions are not adhered to.

**OPI:** KAF Welfare Manager

**Target Date:** Done

---

**CRS Recommendation**

16. Camp policy requiring a minimum of .....  
should be enforced.

**Management Action**

TF Buyers at Camp Mirage .....

**OPI:** TSE CO

**Target Date:** Done

---

**CRS Recommendation**

17. Policies and practices should be reviewed to ensure that conflict of interest situations are mitigated.

**Management Action**

Actions taken include:

- TF Buyer does not .....
- No personal purchases allowed by TF Buyer when on a buying trip;
- No transportation of passengers to or from town when on a buying trip;
- TF Buyer will not accept any form of personal gain from vendors; and
- When TF Buyer returns from a buying trip, NPF Accounting Coordinator verifies purchases to receipts to confirm certified copy of invoice.

**OPI:** KAF Welfare Manager; DGPFSS/DDS

**Target Date:** Done

---

**CRS Recommendation**

18. All negotiables exceeding \$1,000 should be adequately secured and the custody of the gift certificates should be tracked.

**Management Action**

- Tim Hortons coupons and cards are now secured .....
- NFP Accounting Coordinator counts and records incoming certificates and cards by denomination; and
- NPF Accounting Coordinator maintains a spreadsheet summarizing certificates and cards and records distribution for audit trail.

**OPI:** KAF Welfare Manager  
**Target Date:** Done

---

**CRS Recommendation**

19. Immediate arrangements should be made for ..... to be secured .....

**Management Action**

..... now has ..... and secures .....

**OPI:** Camp Mirage Site Manager  
**Target Date:** Done

---

**CRS Recommendation**

20. The Accounting Coordinator should ensure that stocktaking reports are completed in full, including dates and departmental variances, and results should be tracked period-over-period so that trends may be identified and analyzed.

**Management Action**

In addition to the recommendation, the M drive will be reorganized to provide easy access to historical stocktaking records for trends analysis.

**OPI:** DGPFSS/DDS; KAF Welfare Manager  
**Target Date:** Done

---

**CRS Recommendation**

21. Financial and operational support should be provided for DGPFS to implement an electronic integrated inventory management system.

**Management Action**

Per CEFCOM 006 121342Z JAN 10, an electronic inventory control and point of sale system is to be installed by DGPFS by the end of February 2010. The implementation team will also train all retail staff on the system, complete a 100-percent stocktaking and enter all stock with PLU codes into the inventory.

**OPI:** Comd CEFCOM and TF Comd

**Target Date:** Done

---

**CRS Recommendation**

22. The claims in Camp Mirage should be monitored to ensure the training and monitoring system is effective.

**Management Action**

Proven method in KAF is:

- 1<sup>st</sup> Level of Review—Travel Coordinator;
- 2<sup>nd</sup> Level of Review—Travel Claims Clerk; and
- 3<sup>rd</sup> Level Review—Travel Supervisor.

In Camp Mirage process has changed to reflect the same:

- 1<sup>st</sup> Level Review—Travel Coordinator;
- 2<sup>nd</sup> Level Review—NPF Accounting Coordinator; and
- 3<sup>rd</sup> Level Review—Travel Supervisor.

**OPI:** KAF Welfare Manager

**Target Date:** Done

## Annex B—Audit Criteria

### Objective

1. Ensure that a proper governance structure is in place.

### Criteria

- Governance structure is established.
- Oversight and review responsibilities have been assigned and are working effectively.
- Adherence to policies (A-FN-105, TSOs, CDIOs, etc.).
- Performance measures are in place.

### Objective

2. Ensure effective accountability framework is in place.

### Criteria

- Procurement activities are conducted in an effective and efficient manner.
- Resources are appropriately used and value for money is accounted for.

### Objective

3. Assess adequacy of internal controls.

### Criteria

- Assets are adequately safeguarded.
- Documented procedures are established and used effectively.

### Objective

4. Assess whether programs and services are effectively and efficiently providing adequate MW support to deployed operations.

### Criteria

- The user requirements are determined for programs and services.
- Established programs effectively contribute to the morale of deployed CF members.



## **Annex C—Extract from CEFCOM Directives for International Operations (CDIO)**

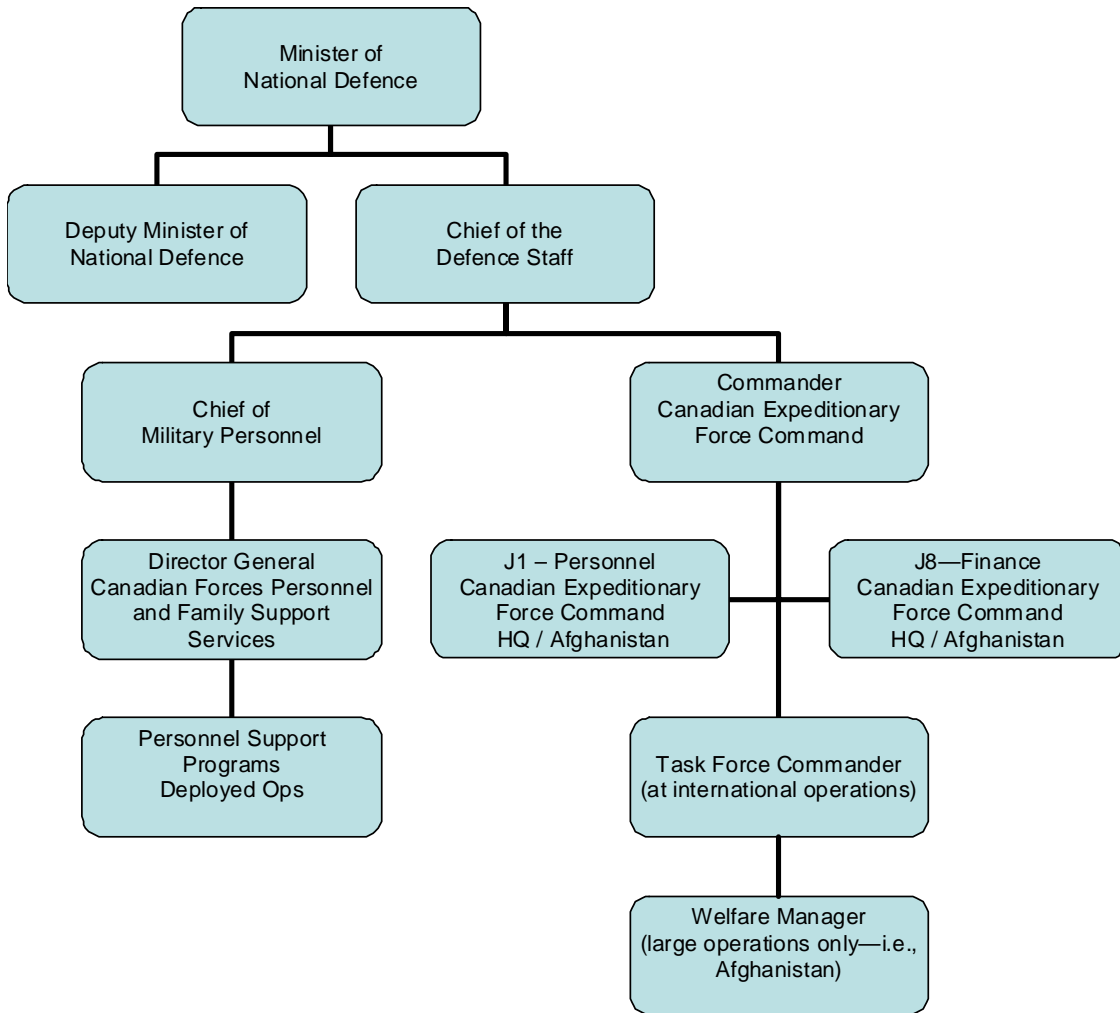
CDIO1000, 1.4-11, states that:

“For CEFCOM deployed operations this level of support is dispensed through the Morale and Welfare (MW) program. Morale and welfare are operational imperatives that enhance the operational effectiveness of deployed forces. The maintenance of the physical, emotional and spiritual well being of CF personnel and their families has long been recognized as essential to the success of the military mission. The Director General Personnel and Family Support Services (DGPFS) as an organization, has a mandate specifically to provide MW to CF members for the following reasons:

- a. To contribute directly and indirectly to military operational readiness and effectiveness;
- b. To ensure that MW programs are provided to CF members wherever they are required to serve and that they have access to an adequate range of support programs and services; and
- c. In acknowledgement of the inherent personal hardships and disruption created by the exigencies of military life that can disadvantage CF members in comparison to others within Canadian society.”

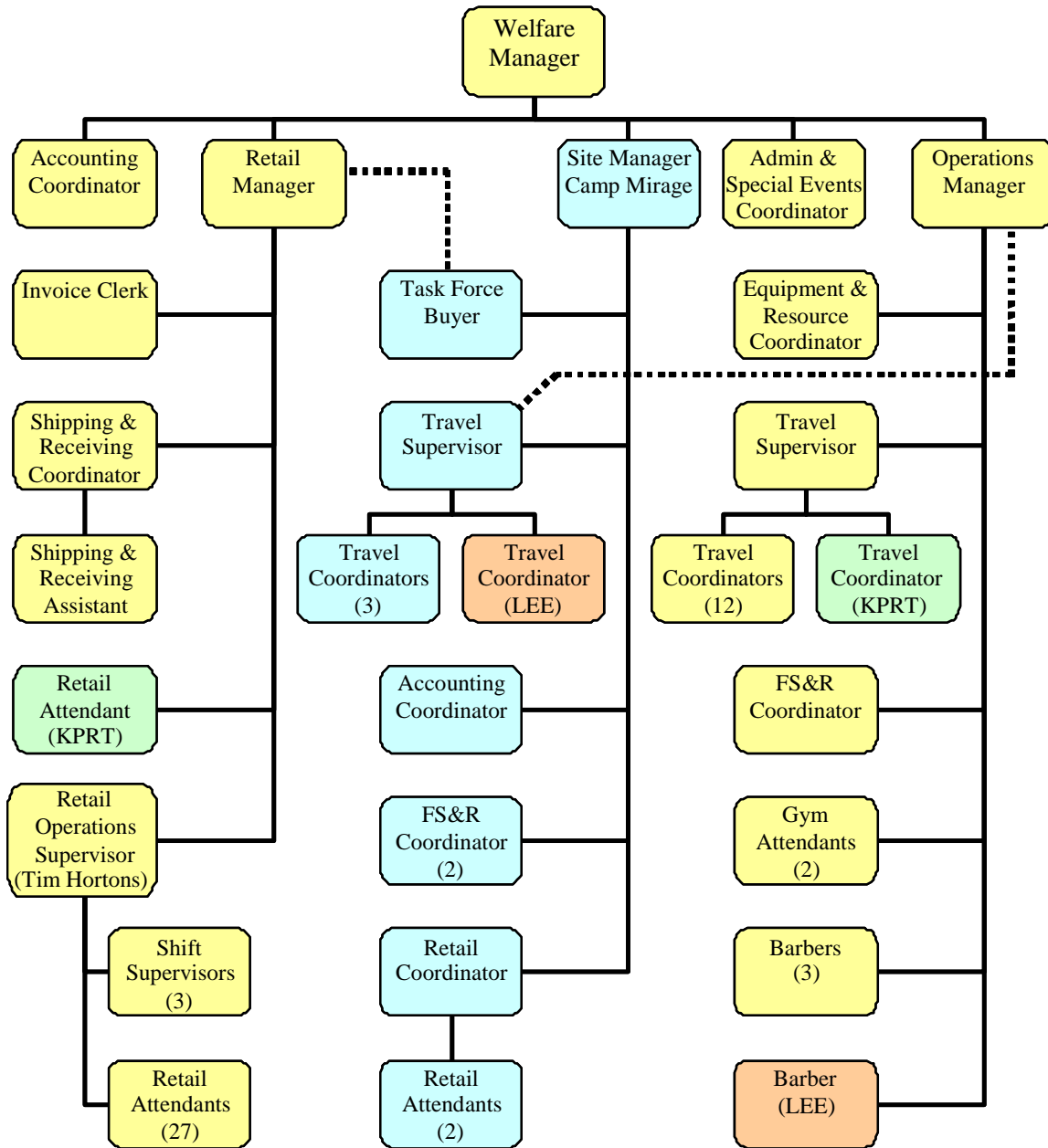


## Annex D—MW Support to Deployed Operations Reporting and Accountability Framework

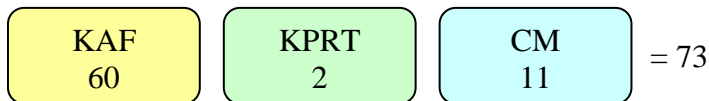


**Figure 4. MW Support to Deployed Operations Reporting and Accountability Framework.** This abbreviated organizational chart outlines the parties responsible for strategic planning and delivery of MW support to deployed operations. The illustration does not include support to deployed personnel at embassies, who also receive MW support. J1—Personnel and J8—Finance are functions within CEFCOM. Their placement in this illustration is to indicate that key support is provided through them, and does not represent their reporting structure.

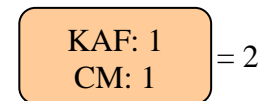
### Annex E—Organization Structure of JTF-Afg MW Staff (Roto 6)



**Authorized Table of Organization and Equipment (TO&E) (Canadian Personnel)**



**Locally Engaged Employees (LEE)**



**Figure 5. Organizational Chart of MW Positions.** These are the MW positions located in theatre at Kandahar Airfield, KPRT, and Camp Mirage. There are 73 authorized TO&E employees (Canadian Personnel)—60 at KAF, 2 at KPRT and 11 at CM—and 2 locally engaged employees: one at KAF and the other at CM.



## Annex F—Description of MW Programs and Services

### Programs Delivered in Theatre by MW Staff

**Fitness, Sports, and Recreation (FS&R).** This includes day-to-day operation of the camp sports facility, as well as conducting daily fitness programs, coordinating sporting events, assisting with special event activities, and issuing athletic and sports equipment. In addition, the FS&R Coordinator assists in starting up club activities.

**Barber.** Perform hair cutting services for CF personnel.

**HLTA.** The aim of HLTA is to assist members who are deployed or assigned to a place of duty outside Canada to reunite with their next of kin. The allowance covers the total travel expense for the military member to travel home. The members may opt for an alternate destination (called “third location”) instead of going home. For third location travel, members are entitled to claim up to approximately \$3,000 (amount is reviewed by Directorate of Compensation Benefits Administration and is subject to change by Roto). Approximately 12 MW staff are employed as travel coordinators (including a manager) to arrange the travel for the deployed military and civilian members.

**Retail.** Deployed operations at larger missions have included a retail operations component to provide basic consumer necessities, as well as other goods to deployed personnel. Retail outlets provide a revenue source of Non-Public Funds that contribute to MW programs and activities. Retail operations employs the largest portion of NPF employees at JTF-Afg. Retail outlets in theatre include Tim Hortons, The Igloo ice cream kiosk, and various stores throughout KAF, Camp Mirage, and at KPRT.

### Programs Managed by PSP HQ Deployed Ops

**Amenities.** The Amenities program supports the deployed CF members by providing a number of products and services, in an effort to enhance their morale. This program includes the delivery of magazines, DVDs, books, and newspapers as well as the following:

- **Operation Santa Claus**—Provides Christmas packages for Canadians (military and civilian) deployed on CEFCOM-directed international operations. The gift packages include products that were donated by Canadian companies and corporations (or purchased with funds that were donated for this operation), messages from senior military, Christmas cards and letters from DND and local community school children.
- **Holiday Memorabilia**—(Canada Day, Remembrance Day and Christmas) to participate in the events and feel a connection to home.
- **Infoblast News**—Is an up-to-the-minute synopsis of major news stories that provides daily electronic news to operational theatres. Infoblast is sent to locations via Internet services. Infoblast news is posted in reading rooms and messes for easy access by all deployed CF members.



## ANNEX F

- **Hospital Comforts**—Wounded CF members, if hospitalized for longer than 48 hours, may receive amenities and services, such as toiletries, snacks, phone, television, etc.
- **Operation Small Pack**—Provides clothing with CF logos to wounded members who come right off the battlefield and who cannot be provided non-military clothing prior to being admitted to a hospital.

**The Canadian Forces Radio and Television.** The CFRT provides radio and television services to CF members deployed overseas, establishing a continuous link with home, 24 hours a day, seven days a week. CFRT is transmitted via satellite to most CF ground forces posted in the Middle East, Africa and Europe. This service proved to be so popular that in April 2002, it was expanded to include HMC Ships where the CFRT signal is available.

**Mission Information Line.** The Mission Information Line is a bilingual telephone service for families of Canadian military personnel serving in operations outside Canada. The toll-free, 24-hour service features detailed reports about CF missions and operations from around the world and provides the kind of assurance and support family members depend on. This was not examined as it was the subject of a previous audit.

**Show Tours.** The Show Tour program supports the deployed CF members by providing a CF Show Tour during every operation to enhance the MW of the CF members. The Show Tour is quite diverse and is comprised of singers, comedians, dancers and musicians performing both in English and French.

### **Services for In-Theatre Programs, Managed by PSP HQ Deployed Ops**

**Advice, Guidance and Technical Support from Subject Matter Experts (SME) to Programs in Theatre.** PSP HQ Deployed Ops is comprised of personnel who, collectively, are knowledgeable in all of the functions performed and programs/services delivered in theatre. This HQ cell maintains a constant and direct link with in-theatre management and staff to ensure that programs and services are meeting their mandates and running effectively and efficiently. Many of the HQ SMEs have previously deployed to various missions.

**Personnel.** PSP HQ Deployed Ops is responsible for recruiting, training and selection of MW staff to be deployed. This process is repeated every six months for each new Roto.

**Procurement.** A variety of goods are procured in Canada and sent to the various deployed operations. This includes procurement and logistical coordination of Tim Hortons inventory for JTF-Afg as well as procurement assistance where needed to support in-theatre retail operations.



## ANNEX F

The Amenities Purchasing section arranges for duty-free items and other goods such as specialty food items and personal toiletries to be purchased and shipped to CF members posted out of the country either as part of a UN Peacekeeping Mission, squadron exercise, or embassy posting. The purpose of this program is to provide Canadian goods that are not available in foreign countries.

**Accounting Services and Human Resources (HR).** A Deployed Operations Accounting Analyst is based at Canadian Forces Base Valcartier, and maintains a direct link with deployed management and accounting staff in theatre to provide guidance and support. The Accounting Analyst also prepares financial statements for use by various stakeholders.

All HR functions to support MW staff at deployed operations are provided by the HR Division of DGPFS, including payroll, policy guidance, and staffing assistance.

