



For over 25 years, Calian has been providing services to DND across a broad set of service offerings. Today, we support the Canadian military in delivering quality health care services with a team of over 500 medical practitioners across 32 military installations; we support military training in schools, operate six military simulation centres across Canada, and help ensure operational readiness and mission preparation through the provision of comprehensive support to a range of exercises. Our systems engineering and manufacturing division provides satellite operations support services to the Canadian Space Agency including Radarsat missions as well as manufacturing critical components of military vehicles for many global OEM's. Finally, our IT services support security and cyber requirements. In summary, as a proudly Canadian, publically traded company, we are very proud of the positive role we play in the success of the CAF mission.

Our input to the Defence Policy Review, given the diverse nature of our company, can be broken down into three themes:

## 1. Efficiency, Effectiveness and Innovation in Service Delivery

The Defence Policy must address both *efficiency* and *effectiveness*:

- Efficiency: attaining the above in a way that makes the best and most cost-effective use of scarce defence resources; and
- Effectiveness: fully achieving the desired strategic, operational and tactical outcomes identified by the Government of Canada.

On page 22 of the Defence Policy Review Public Consultation Document states:

*"Modernization of capabilities will also require a modernization of skills. There will be an increasing need for employees with special skill sets in these emerging domains. Consideration will need to be given to how these shortages are best filled. Is there a need for new trades within the CAF? Can the reserves be leveraged to capitalize on expertise in the private sector? Can public servants or contractors take on some of these roles?"*

From Calian's perspective, innovation can occur in service delivery as well as in technology. Opportunities exist to leverage industry to fulfill capability and capacity challenges at DND. We have proven this in our existing contracts with DND. However, the nature of the government contracts, in general, inherently inhibits innovation. If proven performers were to be given the opportunity and incentive to continually hone existing processes, even greater efficiencies could be achieved.

**Hence our first recommendation is for defence procurements to adopt flexible and agile policies that allow for and reward innovation in service delivery.** We believe there are opportunities, in non-critical functions where the CAF (by virtue of lack of capacity or skill set) is not well-structured for successful and cost-effective execution. These secondary, non-core functions may be better accomplished, at significantly less cost to DND, through the use public-private partnerships in which the government establishes meaningful controls and metrics to ensure performance standards are met and the private sector is challenged to continually move towards excellence.

## 2. Made in Canada

We support CADSI's position that the defence white paper commits to developing, in collaboration with industry, a made in Canada defence industrial policy designed to address Canada's unique security

challenges and economic opportunities. This would serve to strengthen Canada's defence posture, as well as link two of the government's key priorities - the Defence Review and the Innovation Agenda - to ultimately bolster Canadian prosperity. However, the existing system does not support medium-sized companies like Calian who have grown out of the SME status.

The system creates two problems at this point in a Canadian company's growth. The first is that OEM primes are less likely to use this size of company because they do not get any SME credit for the work. If the whole objective of the ITB policy is to grow the Canadian defence industry the present policies are good to get a company to a certain size and then they work against that companies growing any larger. **As such, a made in Canada policy that rewards OEM's to work with Canadian companies of all sizes will ensure that both small and medium sized organizations can continue to prosper and grow Canada's industrial defence base.**

Aligned with this theme is that if the Canadian Government truly wishes to grow the Canadian defence industry, incorporating advantages for Canadian companies into procurements just make sense. This would allow for Canadian companies to justify the investment required to enter and stay in the defence industry. Ideally the policies could in fact leverage Canadian programs to be better positioned to pursue international opportunities.

### 3. Improving the Health and Wellness of Military Members

The Defence Policy Review document asks the question:

*"How can DND and the CAF improve the way they support the health and wellness of military members? In what areas should more be done?" It also states "the health of military members and their families will always be a top priority for the CAF".*

Calian has worked closely with DND for over 25 years and in healthcare specifically over 10 years. As well we have employed literally thousands of veterans. As such, we are passionate about the health of Canada's military, their families and our veterans. As a result, we believe comprehensive health transition support should be made available to all retiring military personnel veterans as every single service member requires and deserves some level of assistance with transitioning to civilian health care, whether or not they have pre-existing mental or physical ailments.

Furthermore, to be a world leader in caring for and supporting our servicing members and veterans, we suggest that such services need to be developed with the entire military family unit in mind. Better coordination and simplified delivery of all essential elements of transition will result in meaningful and accessible services. While improved health care services would be the initial focus, such a program could eventually serve as the basis for an improved, all-inclusive program to help members transition into civilian life in terms of their broader health care, training, educational and financial needs.

We also suggest the department leverage the great work of the Vanier Institute, and specifically, the Military and Veterans Family Leadership Circle, to continue to identify and execute initiatives that will improve healthcare to current, retired members and their families.