



National  
Defence

Défense  
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CHIEF PROFESSIONAL CONDUCT AND CULTURE



# TOGETHER - STRONGER

Diversity of Service - Unity of Purpose

Defence Team  
Culture Evolution Strategy

Canada 

## PLEASE NOTE

This document addresses topics that may be distressing and evoke memories of past traumatic experiences and abuse.

Mental health support services are available for military personnel, Public Service employees, veterans and families.

For military members, veterans and families:

<https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support.html>

For Public Service employees and families:

<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants.html>

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## Foreword from Defence Team Leadership

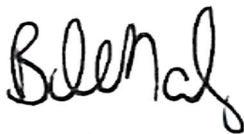
As the Defence Team faces new and emerging pressures from the shifting international landscape, the changing character of conflict, and the rapid evolution of technology, we must never lose sight of the urgent need to evolve our culture, not only to meet the expectations of all our members and our citizens, but to ensure our future readiness and operational effectiveness.

Understanding our urgency and the context of our challenges, the Defence Team has already implemented local, grassroots-level solutions. In fact, across the broad organization at all levels, there has been a tremendous amount of work to set the conditions for making long-term, sustained improvements to our culture to ensure we are a truly inclusive institution that can attract, retain, and develop talent from all segments of Canadian society.

To that end, we welcome the release of the Defence Team Culture Evolution Strategy. The strategy will unify the multitude of culture evolution efforts already underway across our institution, including the measures we are taking in response to external reviews. The Chief, Professional Conduct and Culture (CPCC) will lead the implementation of the strategy and will work to align and integrate all culture change activities across the Department of National Defence (DND) and the Canadian Armed Forces (CAF). Every organization reporting to senior leadership will also play a critical role as they will create their own culture evolution plans, ensuring alignment with the strategy at all levels.

While CPCC is the functional authority for aligning Defence culture, all organizations, and all members of DND/CAF have a responsibility to contribute to positive change. We are all proud of who we are as members of this team, and we must each be committed to creating a workplace that is welcoming, inclusive, and respectful. Culture evolution is essential to developing cohesive and inclusive teams, pride in membership, and ensuring increased readiness and operational effectiveness. It also supports attraction, recruitment, and retention efforts, all of which are directly linked to people feeling welcomed, valued, and enabled.

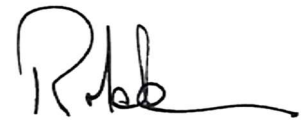
Culture evolution will require a deliberate and sustained effort from every member of the Defence Team. There may be setbacks, missteps, and disappointments, but these will be opportunities for learning, improvement, and growth, and we will continue to press forward with this important work. We are committed to achieving our goals and we expect leaders at all levels to rise to the challenge. Individually and collectively, we will evolve our institution to better embody our shared professional values and ethos, to reflect the diversity and values of Canadian society, and to ensure that our pursuit of continued operational excellence is underpinned by a culture that respects the dignity of all of our members at all times.



**Bill Matthews**  
Deputy Minister  
Department of National Defence



**General W.D. Eyre**  
Chief of the Defence Staff  
Canadian Armed Forces



**Chief Warrant Officer Bob McCann**  
Chief Warrant Officer,  
Canadian Armed Forces

## Introduction – Chief, Professional Conduct & Culture

The Canadian Armed Forces has proven its ability to transform civilians into members of the military for more than a century. We are confident that in order to deliver Defence for Canadians that can address the challenges of the 21st Century, transforming our culture to create a healthier workplace is not only our responsibility, but completely achievable. It's not only the right thing to do, it will make us more operationally effective in a rapidly evolving threat environment so we will be prepared to respond, rather than react in ways that may have worked in the past but are no longer fit for the purpose.

We understand there are positive and negative aspects to DND/CAF culture. Through our consultations, experiences and external reporting, we have also observed that the way culture is expressed in our teams does not always align with our ethos and stated values.

To date CPCC has engaged with over 15,000 members of the CAF and DND. We have directly engaged with over 80% of command teams. These sessions have inspired frank and open conversations about our culture and improved our understanding of how leadership can model the changes we seek. As we engage with leaders there is a strong desire to learn, and a need for tools to better navigate complex group dynamics.

The Defence Team's Culture Evolution Strategy (CES) is informed by subject-matter experts, stakeholders, research and a GBA Plus, but most importantly responds to input from our people – CAF members and DND public service employees, including many who have been personally affected by various forms of misconduct and who may have suffered additional harm as a result of poor or inadequate systems, processes and practices of the institution.

The CES provides a comprehensive approach to evolving our culture across all levels, ensuring alignment, integration, and co-ordination of our efforts. It is a bottom up, top down, horizontal approach that cuts across all components within the organization. This requires constant monitoring, assessing, analyzing and with the flexibility required to learn, improve, and evolve.

Through tremendous and varied efforts, we are evolving our culture. Across the organization, we have seen incremental progress from teams that have started small and are getting it done. Culture improvements are being embedded in concrete, day-to-day actions, such as being a positive role model, treating all people with respect, speaking and acting in an inclusive and empathetic way, and providing informed support to peers and subordinates when harm has occurred.

Improving our culture requires a deliberate effort by every single one of us. It requires continuous, intentional individual and collective action at all levels. Each member of the CAF and each DND public servant is responsible for conducting themselves with integrity, honour and in ways that align with our values as an institution.

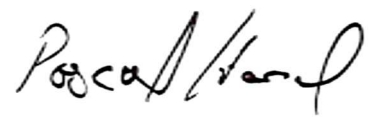
This institution, which is made up of so many incredible people, has what it takes to keep the positive momentum we have collectively initiated. We are encouraged by our progress. The desire to learn, grow and improve is evident at all levels. We must, and will continue to listen, learn, and evolve our organization so we are ready to proudly represent Canada every time the call comes.



**Marie Doyle**  
Associate Assistant Deputy Minister  
Chief, Professional Conduct and Culture



**Lieutenant-General M.A.J. Carignan**  
Chief, Professional Conduct and Culture



**Chief Petty Officer 1st Class Pascal Harel**  
Command Chief Warrant Officer  
Chief, Professional Conduct and Culture

## The Culture Challenge

We must recognize and accept that aspects of our culture are not fit for purpose for defence and security in the 21st Century, nor do they reflect the core values of the Canadian society we serve and which rightly holds us to a higher standard.

*CDS/DM Initiating Directive  
on Professional Conduct & Culture*

To maintain its place as a ready, effective, and legitimate institution, the Defence Team, which includes both the Department of National Defence and the Canadian Armed Forces, must build a work environment where all its people can thrive.

### Acknowledging systemic inequities

The organization's policies, processes and systems still retain systemic barriers<sup>1</sup> and inequities that need to be addressed, and the internal society within our workplace continues to expose many Defence Team members to a spectrum of harm that ranges from unsupportive environments, exclusion and microaggressions to bullying and intimidation, to harassment, threats, and violence<sup>2</sup>. Much attention is focused on these issues, and continued conduct monitoring indicates that these remain a very real – and pressing – concern.

The Government of Canada and the CAF and DND have publicly acknowledged many troubling chapters in our history, including examples such as the racism and discrimination faced by the No.2 Construction Battalion, our role in the government-wide purge of 2SLGBTQI+ persons from the 1950s to 1990s, and the exclusion of women in most military occupations prior to 1989. More recently, we have also been addressing widespread sexual misconduct towards Defence Team members represented through the Heyder-Beattie class action, and the systemic racial discrimination and harassment that are the subject of further proposed class actions.

At its roots, Canadian Defence culture cannot avoid being influenced by a legacy of colonialism, inherited as part of Canada's colonial origins and still at work in many aspects of Canadian society today. Along with patriarchy, heteronormativity, and other systems, it has informed and influenced our organization's norms and power structures. Members of the historically dominant group – typically male, white, heterosexual, and cis-gendered – continue to have advantages as a result of systems that have centered their perspectives and experiences. However, evolving Defence culture means everyone's perspectives are valued and included – we all have the opportunity and responsibility to play an important role in our transformation.

These influences show up in many other ways: there are still too many Defence Team members who view change as a zero-sum game that threatens their historical privilege and advantage. Leaders need to recognize that different contexts allow – or even require – different styles and approaches. And the high-stakes nature of the military context conditions some to seek zero-defect solutions, which can make it hard to admit mistakes and learn from them. The unique pressures of the military context can make us resistant to challenge or help – especially from below or from outside. In many places, we continue to struggle to understand the wide variety of

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<sup>1</sup> A barrier embedded in the social or administrative structures of an organization, including the physical accessibility of an organization, organizational policies, practices and decision-making processes, or the culture of an organization. ([National Defence Anti-racism lexicon](#))

<sup>2</sup> [Conduct and culture change progress tracker \(Pathways to Progress\)](#)

qualities that add value to our mission, and our internal social and power hierarchies continue to exclude valuable contributors. These ideas have been further embedded in systems as biased criteria that disadvantage some groups, hindering participation, contribution, and career progression.

Imbalanced power systems have been maintained and strengthened through generations of lore and tradition, using symbols, rituals, and narratives that, while intended to bring teams together and bond them, sometimes reinforce power and privilege for some while reminding others of their “otherness.” Acknowledging these systemic inequities will help to reset the tone and enable meaningful change.

## Culture Foundations

### What is culture?

Culture can be understood as a complex web of values, norms, biases, assumptions, understandings, expectations, and practices, incorporating attitudes, beliefs, hierarchies and unwritten rules. These find expression in our language, behaviours, traditions, and artifacts, and subtly shape our policies, processes, and practices. Culture operates for the most part below the conscious level but has an enormous impact on how we treat each other and work together, affecting workplace climate and morale, and ultimately, the capability, readiness and effectiveness of both individuals and teams.

### Why workplace culture is critical

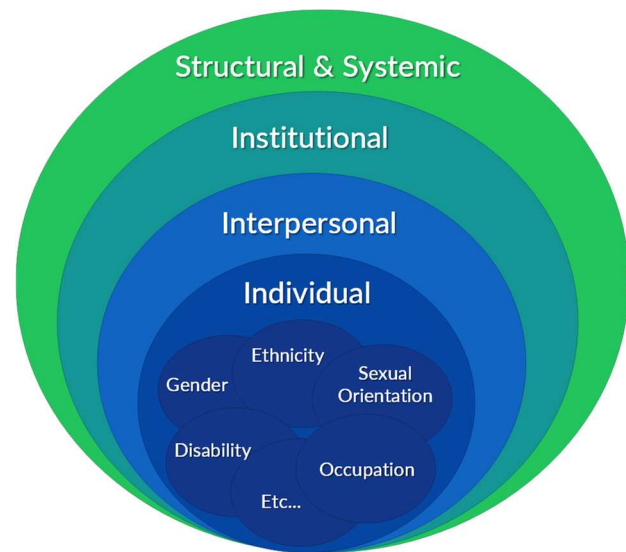
There are several key arguments for building and maintaining a healthy, positive workplace culture centered around diversity, inclusion, and equity:

#### The intrinsic value of people

First, the people of the Defence Team must be recognized for their intrinsic value. This value is built into our Code of Values and Ethics (2012) under our first ethical principle: Respect the dignity of all persons. This principle emphasizes respect and fairness, valuing diversity and intersectionality<sup>3</sup>, safe and healthy workplaces and openness, honesty, and transparency.

#### Legitimacy as an institution

Diversity, inclusion, equity, and fairness have been identified as Canadian core consensus values<sup>4</sup>, and are woven into the fabric of Canadian society through the Charter of Rights and Freedoms, and the fundamental principles of our legal system. As such, they are not simply a means to an end, they are a fundamental part of who and what we are as a Canadian institution. Respect for diversity, equity and inclusion is vital to our legitimacy. We must embody the best of our society, holding ourselves to a higher standard, and live the values that we exist to protect. If we are not a model for the Canada we defend, we cannot truly claim to be a Canadian institution.



*Figure 1: Adapted from a Social Ecological Model (SEM), Bronfenbrenner, 1977. Culture works at many different levels. The elements in each of these layers both influence culture and are influenced by it.*

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<sup>3</sup> See Lexicon entry, page 23.

<sup>4</sup> [Reflecting Canadian values | Canadian Index of Wellbeing | University of Waterloo \(uwaterloo.ca\)](#)

## Moral obligation and trust

The institution has a moral obligation to the people of the Defence Team. It expects extraordinary contributions from them – in return, they should expect – and fundamentally deserve – the best work environment possible. This includes being valued as unique individuals and as contributors, being treated with dignity and respect, and being afforded a work environment as physically and psychologically safe as we can reasonably make it, considering the operating context.

For those directly involved in military operations, the concept of unlimited liability is central. The CAF Ethos notes that “unlimited liability means that we may be ordered, or may have to order others, into harm’s way during the performance of duty.” This has been cited by some as a reason why physical and psychological safety cannot be considered realistic expectations for our work environment. If anything, the acceptance by our personnel of unlimited liability creates a proportionate moral obligation on their leaders to ensure as much physical and psychological safety as possible within a given set of circumstances. This is recognized in the Ethos where it says, “Unlimited liability is mitigated by a leader’s obligation to ensure the team’s welfare and minimize losses when in pursuit of mission success.”

While it is understood that “leaders also bear the moral burden of making decisions that could lead to loss of life or limb,” outside of those critical situations, it is expected and required that physical safety precautions be observed. We take measures to avoid people being killed or seriously injured in training, for example. We ensure that hazards are mitigated in workspaces. When not in a critical environment, the default consideration should be safety – both physical and psychological – as a way of maintaining the well-being that enables readiness. Every effort taken to ensure safety when safety is realistic builds trust between people and their leaders.

## Engagement and productivity

There is practical value to building an inclusive and equitable workplace. To fulfill our mission and mandate, we must maximize our readiness and effectiveness. To do this we must ensure that we set the best conditions possible to enable members of the Defence Team to make a full contribution. Where people feel accepted and valued, they are more likely to be fully engaged and productive. Where people trust their team, their leadership, and their organization, they will feel more secure in making a full contribution.

“Culture change will remain the top departmental priority throughout the reconstitution process.” It is recognized that a positive workplace culture not only supports the recruitment and retention of personnel, it promotes engagement and contribution, enhancing readiness and capability.

*CDS/DM Directive For CAF Reconstitution (2023)*

## Ongoing impact of harm

We must also consider the impact of time, effort and resources lost because of harm done to personnel by co-workers’ behaviour, leaders’ action or inaction and built-in biases and barriers of institutional systems. The drain on organizational capability is significant in terms of both lost productivity and expenditure of funds through conflict, complaint and legal processes, compensation for harm and investment in systems and structures to mitigate and prevent further harm. In addition, we should recognize the extent of the productivity lost when people are marginalized, discounted, harassed, or otherwise harmed by

colleagues or organizational systems, and the impact that a diminished reputation has on our ability to attract and retain the best personnel available.

Embracing diversity and inclusion will enhance our ability to anticipate, learn and adapt – critical capabilities for our institution now and into the future.



## Vision & Strategic Objectives

The guiding vision for Culture Evolution reinforces the need for DND/CAF to work as a cohesive team: that our many and varied skills, perspectives, and experiences work together to enhance readiness and effectiveness for the defence of Canada in a complex and ever-changing environment:

### Together - Stronger: Diversity of Service, Unity of Purpose

*We will build a Defence Team where each member,  
across the organization, is valued for their knowledge, skills,  
and lived experience,  
and is enabled to achieve their full potential in order to make their maximum contribution  
to operational readiness and effectiveness.*

The vision recognizes that to be effective as an organization, we will create conditions that allow members of the Defence Team to maximize their contribution and achieve their full potential. Everyone will contribute to team performance by ensuring that every member is enabled to fulfill their role to the fullest extent possible, and not marginalized, excluded, minimized, or sidelined by physical or psychological injury. We will select, develop, and advance our people with character as a key consideration. Our people will not need to suppress their essential identity to fit in.

### Strategic objectives

The underlying strategic intent of culture efforts is to enable Defence readiness and effectiveness, built on a foundation of trust and recognition of the intrinsic value of each member of the Defence Team. We must build a culture that will attract and retain talent and maximize their potential while they are part of the Defence Team.

- **A more diverse and inclusive Defence Team.** Diversity, inclusion, and equity will contribute to increasing our ability to anticipate, learn and adapt. They are strengths that make teams more resilient, innovative, and creative and better reflect the diversity and expectations of Canadians.
- **Build strong and enriched teams.** We will take a mosaic approach to building teams, where individual identity and team identity are mutually reinforcing. Connecting as human beings, leveraging diversity, engaging all voices, and encouraging courageous conversations will lead to high-performing teams built on trust, loyalty, and authenticity.
- **Increase operational readiness and effectiveness.** Creating a psychologically safe work environment where people can thrive and not fear or feel threatened makes us better prepared and able to understand, decide and act on the challenges of the evolving modern Defence environment.



Figure 2: Culture evolution is an ongoing cycle where diversity, inclusion and equity enhance our team dynamics, which contributes to readiness and effectiveness in successive spirals.

## Strategy Approach

The purpose of this Culture Evolution Strategy is to align, inform, coordinate, and enable culture change that enhances Defence readiness and effectiveness. To do that, it must:

- Bring culture to the surface where it can be examined and questioned. This is done by building culture considerations, via the application of intersectional analysis, into day-to-day routines and practices, processes, and management cycles. The building and maintenance of a healthy workplace culture must be understood as a regular and essential component of sound management practice and embedded on the level of habit.
- Engage all personnel in shaping their work environment, enabling them, as experts in their roles and occupations, to present their views, challenge assumptions and contribute their expertise to sound decision-making.
- Equip leaders to act on the input of engaged personnel to fulfill their obligation to steward the well-being and capability of their teams. Both military and civilian leaders at all levels must be equipped with the tools to build and maintain a sustainable, human-focused work environment. They must be supported in creating psychologically safe spaces, aligning behaviours with our stated values, challenging assumptions, overcoming biases, effectively managing unprofessional conduct, maintaining the well-being of their teams, and providing access to trauma-informed support<sup>5</sup>.

Building and maintaining a positive culture that supports readiness and effectiveness is as fundamental as financial management, stewardship of materiel or achieving operational objectives and should receive the same care and attention.

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<sup>5</sup> A preliminary list of supporting programs and resources is provided in Annex II, page 35.

Intersectionality, through the routine application of GBA Plus, is an essential lens through which to examine both new and existing policies, programs, initiatives, practices, and structures. Considering intersectional impacts has been established as an effective practice in military operations<sup>6</sup> however consistent, disciplined application – both formally and informally – in all aspects of the Defence Team’s work will ensure that efforts undertaken will contribute to building a positive, healthy culture, and to avoid unintended effects in the work environment that reduce the effectiveness of personnel, operational outcomes and defence team culture. A GBA Plus was conducted as part of the development of this Culture Evolution Strategy to ensure that important considerations were captured and addressed as an intrinsic part of the process.

Together, this strategy and the GBA Plus Enterprise Approach provide Defence organizations with consistent guidance and direction, information, and support, to enhance the development and implementation of programs, practices, policies and structures that influence organizational culture.

### Focus areas for culture evolution

A great deal of work is already underway to address harmful conduct and improving the experience of Defence Team personnel is an ongoing priority.

Much of the current effort is focused in two key areas:

A number of programs are focused on improving conduct and impacts at an individual level. This includes everything from identifying and addressing misconduct in a timely and appropriate way, to providing diagnostic and coaching support at the unit level to equipping managers, supervisors and peers with knowledge and skills to deal effectively with conduct and conflict through training and education. Compliance with expectations continues to be driven through enforcement, and an increasing number of programs are being put in place to better support those affected by misconduct.

Much work is also underway to examine the formal systems and structures of the organization. Many organizations are involved in examining policies and processes to ensure equitable treatment and opportunity for all, and to identify and remove inherent biases and barriers that unfairly disadvantage some Defence Team members. Many of these systemic initiatives have been undertaken in response to recommendations in the report of the Independent External Comprehensive Review by the Honourable Louise Arbour, reports by former justices Deschamps and Fish, the report of the Minister of National Defence Advisory Panel on Systemic Racism and Discrimination as well as other external reports and commitments. Fully implementing the GBA Plus Enterprise Approach (GBA Plus EA) will further enable this work.

The Culture Evolution Strategy is intended to add an additional culture focus to complement the work already underway. Culture can be understood as the surrounding environment that shapes and informs attitudes and behaviors. Culture influences what conduct is accepted, tolerated, or encouraged and works against actions that do not align, and in this way, can support work that is taking place in the individual and organizational contexts.

### Evolution: iterative and incremental

Culture is organic and evolves on its own. As people, we adjust constantly to the environment around us as we respond to an intuitive feel for things like risk tolerance, what is rewarded, and the unspoken expectations that we sense. Where these pressures form patterns, they become embedded in our system of values, assumptions, and biases – our culture. This also results in many different variations – subcultures that develop where the environment is different in subtle ways.

Because much of our organizational culture lives ‘beneath the surface’, it does not easily respond to direct intervention. In the words of Madame Arbour in her Independent External Comprehensive Review (2022), culture

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<sup>6</sup> See examples in [Whose Security: Practical Examples of Gender Perspectives in Military Operations](#), 2015

“cannot change by mere decree.” However, we can steer it – guiding and redirecting the evolution through constant, deliberate attention to the forces that shape it, bringing its elements – values, beliefs, assumptions, biases, attitudes – to the surface where they can be examined and questioned. This process is iterative, requiring a constant cycle of learning and improving. It is also incremental, recognizing that a range of efforts at multiple levels of the organization will accumulate over time to transform the underlying organizational culture.

The process requires deliberate self-awareness – as individuals and as an organization – and a conscious effort to examine ourselves, our beliefs, our assumptions, and our practices to see whether they are truly aligned with our professed values and whether they really contribute to the kind of environment we are trying to build. The practice of deliberate self-awareness can help us to focus on the importance and application of character as a central consideration in culture efforts.

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*The Defence Team must continuously evolve its culture to better align to its stated values and ethics and the values of the society it serves.*

*Traditions are important but can also be limiting and constraining if not constantly re-evaluated.*

*We need to rethink our teamwork, leadership, identity and how we translate 'service before self' in our daily actions to ensure that we are not just satisfying an immediate need but building and maintaining our readiness and capability in the long term.*

*We need recognize the context in which we are working and understand that what is needed in one context, may not be suitable in another. We must break free of the old stereotype of the infallible, inflexible, formula-following leader to become more context-aware, adaptable, people-focused and connected to Canadian values.*

*This is not a matter of diluting our discipline – looking after our people, valuing their views and input, and enabling them to serve authentically with their entire being is the way to increase our operational effectiveness.*

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## Implementation Approach

This strategy is a departure from a traditional linear, rules-based, problem-solving approach. It is designed to be principles-based and adaptable to widely varying needs and circumstances across the Defence Team, in both civilian and military contexts. Culture change is an ongoing evolutionary process, through which we adapt to an ever-changing world, therefore the outcome cannot be framed as a traditional steady state or destination. This strategy instead sets a point of departure, providing a measure of consistency and coherence to guide defence organizations as they bring their internal cultures into better alignment with our established values and ethics.

## Culture Themes

Extensive Culture Consultations were conducted through 2022. Over 9,000 Defence Team members provided input in a series of town hall events, small-group discussions, and structured leadership interviews.

From the collective input, four key themes emerged highlighting essential aspects of our culture that required attention. These provide a starting point for focusing our first steps in a coordinated approach to evolving culture. While not identified through a controlled scientific process, the themes are nevertheless an important reflection of the views, ideas, and concerns of a significant cross-section of the Defence Team. They provide a useful set of categories for focusing our attention on culture issues and for organizing our responses to them.

The themes are expected to evolve over time, as progress is made in different areas and on different aspects of our culture and as our needs evolve.

## Leadership

Leadership is centered on character, emphasizing humanity, team well-being and accountability and adapts style and approach as needed to the working context.

- Leaders at all levels inspire trust and confidence, motivating and enabling their teams to meet their mission and mandate, and achieve results in a sustainable, responsible way.
- They are role models for the standard of conduct we expect our personnel to live up to and recognize that while authority is attached to office or rank, respect is earned by how they treat their teams and value their unique lived experiences.
- Leaders model accountability – taking responsibility for their decisions and actions and expect to be held to the commitments they make.
- They prioritize stewardship of not only material resources, but also the health and wellness of their people so that teams can fulfill their mission.
- Leaders have the emotional intelligence to adapt their leadership style to their context, appropriately balancing support and challenge to bring out the best in their team.
- Leaders are open to input, and foster a healthy, respectful challenge function, and create psychologically safe environments that encourage Defence Team members to provide input, ask questions, and challenge assumptions when situationally appropriate.
- Leaders cultivate an environment where failures and mistakes are approached with a growth mindset and are seen as opportunities for learning, improvement, and growth.

## Teamwork

Teamwork is a key factor in operational readiness and effectiveness. We will develop high-functioning teams through equity, inclusion, and diversity.

- High-performing teams are built around authenticity and trust.
- Connection is a fundamental element, as team cohesion is strongest when members connect as human beings.
- Diverse perspectives and ideas can foster innovation and improve team performance when in service of a shared purpose. Every member of the team contributes unique knowledge, skills and perspectives, and that teams work best when every member of the team can fully contribute.
- True cohesion comes from trust and loyalty developed by connecting as human beings, understanding each other's unique stories, and being empowered to show vulnerability.
- Cohesiveness does not require conformity – a team can be effective through a diverse mix of people and cohesive without the need for any member to lose or suppress who they are,
- Shared hardship can create strong bonds but must be approached cautiously as a team-building tool, focusing on providing challenge that does not damage the long-term readiness or effectiveness of team members.
- Team members have a duty to each other help each other maintain the values and standards we profess.
- Teams are loyal to the purposes, principles and values of our organization and intervene when they are violated, creating an environment for all team members to thrive.
- Teams deepen relationships and show care for each other by having the courage to have difficult conversations and give direct feedback.
- Accountability is also an important element of effective teamwork. Team members hold themselves and those around them accountable for the health and success of the team.

## Identity

Defence mission success depends on leveraging an enormous diversity of knowledge, skills, aptitudes, and abilities – applied in both military and civilian contexts and at many levels. While we serve in diverse ways, we all contribute to the shared mission of Defence. We will ensure that our collective identity is reflective of the wide variety of roles demanded by a 21<sup>st</sup> Century military context and is firmly centered around character.

- “Fighting Spirit” is the willingness to undertake challenging tasks, an unwavering will to succeed and the will to fight against adversity<sup>7</sup>
- It is built around a common core of shared purpose, service, perseverance, resolve, fairness and helping others, and is shared by both military and civilian personnel.
- Regardless of our background, or where or how we serve, we all identify as contributors to the defence of Canada and each of us makes an essential contribution to our shared mission.
- People serve most fully when they serve as their authentic selves, centered on character. A member should not have to abandon their own identity to serve.
- Our identity includes humanity – we can be vulnerable, acknowledge our weaknesses, and seek support when it is needed.

## Service

We embrace a concept of service that includes protecting the well-being of each team-member in order to maintain peak readiness and effectiveness. We recognize that our best selves are required to best serve.

- Every member of the Defence Team is, at times, required to put service before personal priorities.
- People cannot contribute their best without due care and attention to their physical, mental, spiritual, and emotional well-being, a responsibility shared by both the individual and the organization.
- The demands we make come with a cost, and leaders must be accountable for the long-term impacts of their commitments.
- Decision-making processes must also consider the effect on the extended Defence community – in particular the families and other social support networks who share the impacts of this work.
- We collaborate and have a shared accountability to both seek and offer support to ensure top performance.

## Global considerations

Informing the strategy across all the themes, there are also several more global considerations to be considered and elaborated upon as the strategy is implemented:

- We cannot change the future without acknowledging the past. While we build on the many positive characteristics of our organization, we must be realistic and open about its negative aspects, both present and historical. Every part of the organization can and must improve, and this starts with acknowledging where we have failed to live up to our stated values.
- Power dynamics must be recognized and addressed. Many of the most critical conduct and culture issues relate to the use, misuse, and preservation of social power within the organization. Culture efforts should include an emphasis on challenging and removing oppression, which is the unjust use of power to disempower, marginalize, silence or otherwise subordinate specific groups or categories, often to further empower and/or privilege the oppressors. Anti-oppression frameworks are useful for better understanding power systems and addressing imbalances.

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<sup>7</sup> [Canadian Armed Forces Ethos: Trusted to Serve](#)

- Reward systems are powerful. Status, recognition, and reward systems, and in particular career advancement and succession, are often clear signals of the 'real' values of the organization. We must reward what we say we value, and not reward what we say we are trying to change. We must go out of our way to celebrate and reward "what looks right" wherever we see it at any level.
- Discomfort is positive. Change is necessary, and we will confront uncomfortable truths in the process. The aim is not to avoid discomfort, but to embrace it to make ourselves better.
- Character is the key to success. To build a character-based organization, we must first attract, recruit, and develop personnel with character as a primary consideration, in line with our essential ethical principles and values. Good character must be modeled and reinforced, and gaps given priority attention.
- Change is multi-level. Efforts must address multiple fronts, targeting the social environment and enabling systems, as well as the behaviour of individuals.
- We seek consistency, not uniformity. Defence must work from a common understanding and toward a shared vision but, different parts of the organization must accomplish this in different ways.
- Failure is a tool for growth. We will foster an environment where failures and mistakes are seen as opportunities for learning, improvement, and growth.
- Culture considerations apply in both formal and informal settings. While culture principles and practices must be embedded in formal structures and processes, they are equally important as part of informal everyday actions and decision-making.

## Roles & Responsibilities

### CPCC Responsibilities

The Culture Evolution Strategy will be used to guide and inform both culture-focused plans within organizations, and as a lens to assess the cultural impact of programs, policies, initiatives, and other activities. The strategy will be applied to the development of cross-cutting efforts – policies, programs, and initiatives – that apply across the Defence Team, and to the down-and-in efforts within L1 organizations to work on their culture internally. CPCC holds a similar responsibility for the guidance and monitoring of the GBA Plus Enterprise Approach as a foundational component of the CES.

CPCC, in its role as principal advisor on professional conduct and culture, is responsible for unifying, integrating, and coordinating all associated programs, policies, and activities across the DND and the CAF. Its responsibilities include:

- Establishing, maintaining, and refining culture strategies, standards, and linkages to supporting tools and programs
- Guiding and monitoring development and implementation of the GBA Plus Enterprise Approach as a foundational component of culture evolution
- Maintaining a centre of expertise that will be available to support implementation efforts, advise on plan alignment and assist organizations in connecting with supporting programs, services and tools
- Monitoring implementation progress, providing ongoing guidance
- Measuring culture outcomes and reporting on the overall progress of culture efforts

## Implementing Organization Responsibilities

Each L1 organization, including organizations that function independently of L1 management, will be responsible for ensuring their programs and initiatives align with and contribute to culture objectives, and for creating the conditions and developing the foundational components needed to support teams at all levels to evolve their internal cultures.

- Develop internal culture evolution plans aligned with the strategy, informed by GBA Plus and a culture diagnostic. The plans should contemplate a three-year horizon, to be reviewed and refreshed on an annual cycle.
- Establish baseline culture capabilities, including GBA Plus capacity as outlined in the GBA Plus Enterprise Approach, and a culture coordination network, as a foundation for progress. These basic building blocks will enable other levels within the L1s to engage in culture work down to the smallest units.
- Cascade culture and GBA Plus practice down through the organization and embed cultural and intersectional considerations into day-to-day practice and decision-making. While the strategy will be introduced at the L1 level, all efforts will be designed to engage personnel and create positive impacts down through the organization to the smallest team level. True success will be achieved when Defence Team members at all levels indicate that they see change and that they feel respected and valued in their workplace.
- Aligning cross-cutting efforts: Conduct an intersectional analysis of new or existing horizontal strategies, initiatives, policies, programs, and business practices that apply across Defence organizations to ensure they are consistent with our values and ethical standards and cultural direction. This includes initiatives undertaken in response to external recommendations or other commitments.

## General Responsibilities

Every leader – whether formal or informal – at every level has a responsibility, and every member of every team has a role in building a workplace culture that supports a positive and productive work environment that enhances the readiness and effectiveness of all personnel. Workplace culture is an everyday concern, and all defence personnel are expected to act individually and collectively, at all times, to create an environment where culture considerations are embedded in day-to-day decision-making and activities.

Within the scope of this strategy, many individuals will have specific parts to play, shaping, contributing, and participating from the top down, from the bottom up and horizontally.

**Bottom-up:** All personnel, including at the tactical/unit/working level have an important role in leading change in an upward direction and shaping their working environment by:

- Defining success through articulating and illustrating the kind of working environment they need to succeed;
- Providing ongoing feedback on what they are experiencing to better assess our current state and validate progress;
- Contributing thoughtful, constructive input on opportunities to improve the work environment; and,
- Taking responsibility for their own conduct, monitoring their surroundings for problems, and calling attention to intersectional considerations and situations where culture expectations are not being met.



**Top-down:** Leaders at all levels – and particularly in senior positions – play a critical role in enabling a positive culture by:

- Clearly modeling and reinforcing the values, attitudes and behaviours we expect to see in our teams;
- Establishing and maintaining evidence-informed structures, policies and practices that enable positive culture and a positive work environment, including the routine and daily application of GBA Plus across all decision making;
- Being open to input and challenge from all sources, including external experts and the expertise and experience of all members of their teams;
- Maintaining an awareness of their context, and adjusting their leadership style and practices to what is most appropriate in their particular circumstances;
- Creating a psychologically safe atmosphere that, with due consideration of the context and critical intersectional realities of their teams, structures, policies and initiatives, promotes the sharing of ideas and input, the challenging of assumptions and practices, and learning from mistakes; and,
- Mirroring back what is heard from other levels and connecting decisions and actions taken with the input provided.

**Horizontally:** A high proportion of implementation work falls upon the shoulders of supervisors, managers, and leaders at junior and intermediate levels who need to be equipped with appropriate tools, information and expert support to ensure that strategic effects reach work units of all sizes.

- Maintaining an active awareness of their team’s work environment, being alert for changes in the climate and taking action to understand and intervene at the earliest stages;
- Creating an environment where people feel safe approaching them and being honest;
- Seeking early advice and assistance in dealing with challenging situations; and,
- Consistently using the tools, programs and services available to enhance the work environment at the unit level, including leveraging the communities of practice and Intersectional Focal Point Network in support of the application of GBA Plus findings to our daily work.

## Principles-Based Standard

### A culture benchmark

A useful definition describes a standard as “something established by authority, custom, or general consent as a model or example<sup>8</sup>.”

A standard plays several essential roles in supporting change:

- It provides a model or example to guide the planning and design of policy, programs and initiatives
- It provides consistency by establishing common understanding of the desired culture
- It provides an important point of comparison for measuring progress

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<sup>8</sup> [Mirriam-Webster online](#)

<b>Legislated Obligations</b> Official Languages, Human Rights, Health & Safety			
<b>Government &amp; Defence Policy</b>			
<b>Ethical Principles</b> Defence Doctrine → Defence Ethics Programme ← Public Service Values			
<b>Expected Behaviours &amp; Competencies</b>			
<b>Inputs from Defence Team personnel &amp; culture experts</b>			
Theme: <b>LEADERSHIP</b>	Theme: <b>TEAMWORK</b>	Theme: <b>IDENTITY</b>	Theme: <b>SERVICE</b>
<b>Organizational Culture Plans</b>			
<b>Establish Baseline Enabling Programs &amp; Practices</b>			
<b>Enable culture programs down to small unit level</b>			
DT Programs & Services to support <b>Leaders</b>	DT Programs & Services to support <b>Teams</b>	DT Programs & Services to build <b>Identity</b>	DT Programs & Services to enable <b>Service</b>

Figure 3: Standards structure. Our culture standards are defined in our values and ethics framework and supported by our competency structures. The themes help to focus efforts on areas where gaps exist between our stated values and our culture, as reflected in our day-to-day practices and conduct.

### Culture Principles

The standard for our culture is set at the highest level by the laws of the land and the expectations of society. Our institution is built on the foundation of the Canadian Charter of Rights and Freedoms, and the many legislative instruments that help to define us as a country and as a society, including the Canadian Human Rights Act, the Official Languages Act and others.

We are guided in our mission by Canada’s Defence Policy, and our ethical framework is captured in the Defence Ethics Programme, which brings together the principles and expectations stated in both the CAF Ethos and the Values and Ethics Code for the Public Sector and provides guidance for interpreting and applying them in a consistent way. The military and public service core values are very much aligned and are easily understood in either context.

- Respect the dignity of all persons
- Serve Canada before self
- Obey and support lawful authority

Behaviour expectations, flowing from the ethical principles, are also set out as part of the ethical framework, and are also reflected in both DND and CAF core competencies, which have been developed over many years, with a wide range of input.

All together, they form a standard that includes and promotes many of the cultural concepts we seek to strengthen around inclusive behaviours and leadership, ethical decision-making, and the well-being of our people.

The focus of our culture evolution is not to change or replace a sound system of principles, but to close gaps between our stated values and expectations and the day-to-day actions and behaviours of our personnel and our

leaders, which are an expression of our culture. Taking an intersectional approach to the review of existing policies and practices, and the development of new ones where required, is the first step to closing this gap.

Culture evolution also requires us to examine our systems, policies, and processes – and further, our traditions, our habits, our biases and assumptions – to see where their outcomes and impacts, whether due to their design or their application, do not align with these ideals, and to adjust or rebuild systems to align with our stated values.

## Enabling activities – The Big 5

The Big 5 are a suite of essential programs and practices that implementing organizations will put in place in the initial phase to provide baseline capability to support culture-focused efforts. These elements have similar foundational themes and work together as a starting point for ongoing culture work. As part of their initial culture plans, Defence organizations will be expected to implement the following:

### 1. Organizational Culture Plans and Culture Philosophy

All organizations within Defence, beginning with L1s, are expected to develop and implement **a plan to support culture evolution**, focused on establishing capabilities and structures that foster positive culture practices down to the small unit level.

The plans will be informed by a robust GBA Plus and tailored by each organization to address their particular needs and circumstances, with consistency across Defence achieved by centering the shared standard established in the Defence Ethics Programme.

Over time, broader organizational culture programs designed to enable self-examination and instill positive practices will be cascaded down through the organizations, to be integrated into the annual planning cycle so that effects can be seen and felt down to small work units and teams, whether military or civilian. At the top organizational levels, plans will be focused on creating the conditions and infrastructure to support a culture-focused environment with supporting structures, processes and practices, and effective communication. Plans at each subsequent level are expected to become more focused on embedding culture considerations into day-to-day practice both formally and informally.

In their initial plans, implementing organizations should focus primarily on setting a strong foundation to enable aligned and coordinated culture work. This will include implementing Big 5 baseline enabling practices and programs, outlined below. Implementing organizations will be supported by a catalogue of culture-focused programs and practices, introduced initially as Annex II of the Culture Evolution Strategy, but evolving into a dynamic online resource centre.

Each organization is expected to develop a **Culture Philosophy** that articulates expectations relating to the themes of leadership, teamwork, identity and service and reinforce the shared principles and standards as they relate to their particular context. Culture philosophies will be consistent with the Defence Ethics Programme and focus not on the content of existing values and ethical standards, but on how the team will embody the standard and approach positive change.

The culture philosophy should include the following elements:

- A statement of the importance of workplace culture as a mission enabler and the priority placed upon it by the leadership team
- A leadership culture statement, incorporating mission and values and the key aspects of culture required to support them
- A commitment to the culture standard as laid out in the Defence Ethics and Competency frameworks

- A description of the key features of the organization's current culture, including an overview of its working context and what that context requires makes possible
- An assessment of what aspects of the organizational culture to reinforce, what to evolve and what to change or eliminate if it is not aligned with the Defence Team's stated values
- An outline of key roles and responsibilities for culture evolution within the organization and what is expected of personnel

CPCC is currently collecting examples and will provide samples and guidance on articulating the culture philosophy.

#### Planning considerations

As a first step, the organization should set up and initiate a GBA Plus to inform the development of the Organizational Culture Plan.

This should be followed by a diagnostic assessment of the organization to take stock of and better understand their culture and determine areas of strength and opportunities for improvement, including an inventory of current practices and programs that have an influence on culture, such as:

- Systems and processes that build psychological safety in order to invite input or include personnel in decision-making.
- Efforts to strengthen teams or support the health and wellness of personnel and to develop flexible, inclusive leadership.

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*In order to clearly articulate our vision for the future, we must begin with an accurate understanding of where we are today.*

*CDS/DM Initiating Directive  
on Professional Conduct & Culture*

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The diagnostic should include a review of available data about the work environment (existing surveys, climate or other workplace health assessments) to identify issues and opportunities.

The completed culture diagnostic should be reviewed with reference to the principles-based culture standard set out by the Defence Ethics Programme and professional competency frameworks – which describe and illustrate the desired culture.

Once baseline capability is established (Baseline Enabling Practices, below), ongoing cyclical diagnostics will continue to guide where to invest time and resources as you embed culture practices in both organizational processes and day-to-day activities.

This is an evolving approach, and you are encourage not to try to tackle everything at once – focus first on establishing baseline capability and ensure measures are in place to strengthen and preserve gains already made, then move on to target specific problem areas.

Start small and focus on the achievable. Plan to grow and refine your efforts over time. Wherever possible, include the tactical level in the planning to ensure that the higher-level pieces will connect with needs and will translate into effects felt downstream, and engage advisors – CPCC resources, L1 Employment Equity groups, conduct and harassment SMEs are available to help target and refine your efforts.

Finally, communication is a critical consideration in culture planning. The Culture Plans and GBA Plus Implementation Plans will be communicated down through all levels of the organization. If communicated effectively, all personnel should know that these plans are in place and understand how their input shaped and informed them. They should be told what benefits and impacts they can expect to see at their level so that they

can recognize them when they occur, and all should understand what is required of them and how they are expected to contribute.

Over time, CPCC will introduce additional tools, guides and supporting information to assist implementing organizations in assessing their culture and identifying opportunities for improving culture and will provide ongoing guidance for refining and enhancing culture plans and implementation.

CPCC will also support ongoing progress monitoring, including the identification and dissemination of best practices from both inside and outside Defence.

## 2. Institutionalization of GBA Plus

GBA Plus is an analytical concept that identifies gaps in legal and institutional systems to acknowledge and address the interplay of multiple layers of power and privilege and is fundamental to taking informed action to shape culture. GBA Plus provides the Defence Team with an intersectional lens to address systemic inequities. GBA Plus is not simply a gender analysis tool, it allows us to consider the intersecting effects of many factors, such as age, disability, education, ethnicity, economic status, geography, language, and sexual orientation. Building decentralized capacity for the application of GBA Plus is an essential step in creating more diverse, inclusive, and cohesive teams and is a reinforcing enabler for culture evolution.

The strategic use of intersectional analysis, through the application of GBA Plus, is a critical capability for preventing systemic harm and discrimination and increasing operational effectiveness. As such, the routine application of GBA Plus to inform decision-making is a foundational first step along the culture evolution continuum. Its institutionalization as a baseline practice contributes to embedding culture considerations as a fundamental component of sound management.

To build this critical capability, and as a baseline enabling practice for culture evolution, CPCC has co-developed the GBA Plus Enterprise Approach (EA), a department-level strategic framework that articulates overarching standards and objectives for the institutionalization of GBA Plus and intersectional analysis. Implementing organizations will fully and concretely integrate GBA Plus as an analytical tool to inform decision making across the Defence Team. Annex I outlines in more detail the first steps required to take in response to the GBA Plus EA and further details how this foundational work will support organizations in achieving first steps towards the strategic objectives of the broader Culture Evolution Strategy.

In parallel to their Culture Plan, implementing organizations are expected to include the development of a GBA Plus Implementation Plan (IP), to institutionalize the use of GBA Plus and apply intersectional analysis to their planning and decision-making processes. This includes establishing the required governance and accountability mechanisms to ensure leaders' accountability to produce tangible, GBA Plus-informed decisions, whilst building GBA Plus as a true operating capability.<sup>9</sup>

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<sup>9</sup> For more detail, see Annex I: GBA Plus Enterprise Approach, page 30.

### 3. Conduct & Culture Support Structure

Recognizing that many L1s have already embarked on building culture and/or GBA Plus-focused positions or structures within them, each L1 will need to establish a designated internal network to support the integration of GBA Plus, serve as a primary advisor/liaison and as a conduit to expertise on matters related to culture. Building this network will include establishing the roles of Culture Evolution Coordinator (CEC), Intersectional Advisor (IAAd), and Senior Intersectional Analyst (SIA). Terms of reference for each of the roles and ongoing advice from CPCC will help to ensure basic consistency across the department, while allowing for variations in circumstances across the organization. Once established, interconnections between these networks will support consistent implementation of other aspects of the CES.

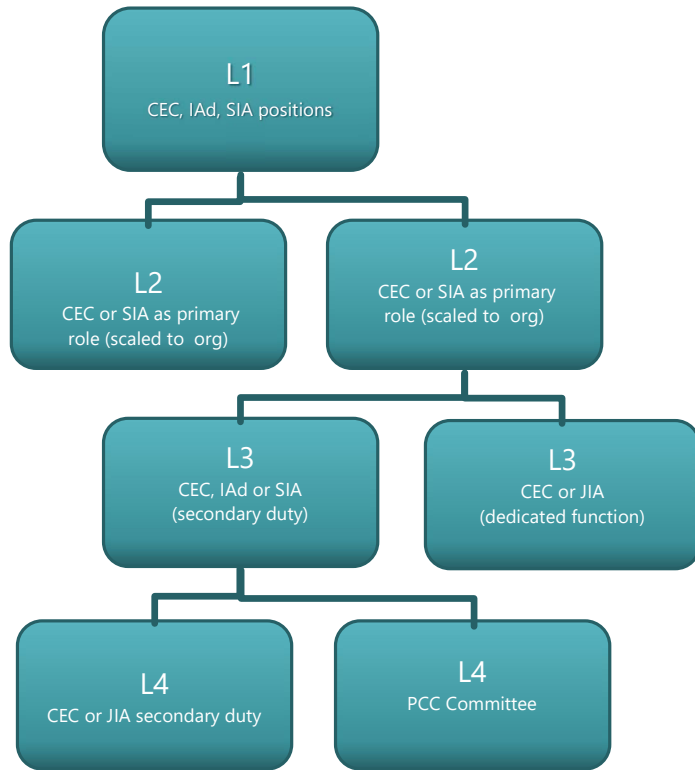
The functions at the L1 level are as follows:

**CEC:** A key advisory and advocacy role, with responsibility for ensuring all facets of culture change are represented, advanced, and heard, leading the L1 culture network and interfacing with their counterparts in other L1s. They will focus on the larger goal of culture change within the L1 and manage the broader L1 Culture Plan. CPCC will provide training for advisors/coordinators on essential conduct and culture topics and tools, enabling them to advise management on culture matters, review policies, programs and activities from a workplace perspective and act as a liaison with CPCC.

**Intersectional Advisor (IAAd):** This position is the direct advisor to the Lo, Lo.5, and L1 on matters of intersectional analysis (GBA Plus), including at relevant governance nodes and is CPCC's Primary Point of Contact. Intersectional Advisors do not conduct GBA Plus themselves, but provide an independent, strategic challenge function to critical GBA Plus conducted within their L1. They sit on the Defence Team IFP Network and establish and lead their L1 Intersectional Focal Point Network, with the support of the Intersectional Analyst. They are responsible for the oversight of the development and execution of the L1 GBA Plus Implementation Plan as well as to support their L1 networks in achieving the activities and targets established in their plans.

**Senior Intersectional Analyst (SIA):** This position's focus is down and across the L1s with primary functions being to conduct and/or review all L1 GBA Plus, engage in the Defence Team Intersectional Focal Point Network, coordinate GBA Plus reporting functions for the L1, document lessons learned and ongoing challenges, and develop and coordinate L1 specific GBA Plus capacity building efforts. They provide support to the Intersectional Advisor in realizing the goals established in the L1 GBA Plus Implementation Plan. They engage with CPCC via the Intersectional Advisor and are the first point for all GBA Plus troubleshooting and support down to the smallest units and teams. Where needed, Junior Intersectional Analysts (JIAs) could be considered to support the work of SIAs, IAAds and CECs, or to provide analytical capacity to support a higher proportion of GBA Plus work.

#### Generic Baseline Structure Options



To better enable these L1 functions, CPCC will develop and deliver a training program to equip leaders and staff involved in shaping a positive workplace culture with an essential starter set of knowledge and skills. The initial offering will provide a grounding in Defence Ethics, Positive Space, anti-racism, official languages, diversity and inclusion, and intersectional analysis (GBA Plus). This offering will continue to evolve and be refined over the coming years, including in this current fiscal year through the development of tangible tools to support unit level members in applying these concepts and approaches at the most practical level.

Both the Culture Evolution Coordinator and the Intersectional Analyst roles will be cascaded down, scaled appropriately to create a vertical as well as horizontal network and ensure the availability of support at the L2, L3 and deeper levels as the L1 progresses to create synergies and support.

#### 4. Culture Vignettes and Psychological Safety

Regardless of size or level, leadership teams will engage in ongoing conversations to surface team culture, and to develop awareness and understanding of team dynamics. They will incorporate programming to establish the fundamentals of psychological safety, build an atmosphere of supportive failure, and engage teams in building a healthy work environment.

- **Vignettes:** Unit leadership will lead regular discussions with their teams in order to bring culture to the surface where it can be examined, understood and shaped. Vignette-based discussions will use scenarios, miniature case studies and guiding questions to help teams build self-awareness, examine how culture informs thinking and action, enable learning from missteps, and better understand how people are impacted by decisions and behaviours.
- **Psychological safety programming:** Teams will incorporate deliberate efforts to create an environment where team members, regardless of their place in the hierarchy, feel engaged and inspired, are willing to take interpersonal risks in speaking up, contributing meaningfully to improving the team, challenging assumptions or speaking out against wrongdoing.<sup>10</sup>
  - **Positive Space:** The Positive Space program is an example of a program that supports safety and belonging and could be considered as a starting point. It was designed and built to increase awareness around 2SLGBTQI+ topics and create safe workplaces for members of 2SLGBTQI+ communities within the Defence Team. The Positive Space program applies across all four culture themes, promoting learning around leadership, teamwork, identity and concept of service. Its tenets can be directly linked to the Defence Team ethical framework, providing an important introduction to the skills, knowledge and thinking that build a healthier workplace for all. Targeted, occupation-specific modules are being developed to help groups such as Chaplains, Instructors, and Executives understand how they can support and influence positive and healthy work environments within their areas of influence and responsibility.

#### 5. Unit-level programs and tools

At the small unit level, which may vary between L2 and L4+, depending on the size and structure of the organization, the expectations include establishing a unit-level professional conduct and culture program that maintains ongoing attention on conduct and culture as a core team responsibility. This will include:

- Ongoing monitoring and assessment of unit culture, noting changes within the unit and enabling timely intervention
- Integration of culture practices and intersectional analysis into daily routines, informed by the GBA Plus methodology, in support of all activities as an integrated component of planning and leadership activities.

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<sup>10</sup> Path to Dignity and Respect – Key cultural factors

- A unit-level coordinator role to connect the unit to the CEC network. This may be a secondary duty, a primary function, a designated position, or a committee, depending on organizational scale and needs. CECs will be supported in acquiring the knowledge and qualifications to equip them to implement, coordinate, and manage a unit-level program
- Knowledge of available resources and access portals in order to report issues, respond appropriately, and guide people towards available services and programs.

## Measurement & Progress Monitoring

### Measurement Approach

The success of this strategy will be determined by its capacity to positively and continuously affect Defence Team culture. Significant work has been done to identify the domains and determinants of organizational culture, including in the development of the *Path to Dignity and Respect*. Many of these are measured regularly through thematic surveys and through established key performance indicators. While relevant measures and indicators related to culture are known, the scientific process required to conclusively link ongoing efforts to observable shifts in culture is highly complex and requires the use of multiple different tools and methods.

CPCC, working closely with both internal and external experts, will lead the approach to culture change measurement in support of this strategy. This approach will be iterative and evolve as trends in data are observed over time and as additional qualitative research work is done to validate these observations.

As a starting point, CPCC has identified dozens of measures and performance indicators grouped into four thematic areas:

- Defence Team Profile (demographics)
- Defence Team Experience
- Professional Conduct
- Trust and Leadership

These measures will be tracked through available quantitative data including surveys, personnel management systems, and program databases. As trends or issues are observed, additional research work may be undertaken as appropriate to ensure sound understanding of the underlying causes, effectiveness of current measures, and potential gaps.

In addition, new research is ongoing to deepen our understanding of culture and possible tools and resources as part of the CPCC-led conduct and culture research program [we could insert more on this in later versions]. All progress will be carefully monitored and reported publicly in a CPCC online Conduct and Culture Data and Resource Hub.

### Monitoring & Reporting

Culture Evolution will be monitored through three different streams:

- Implementation progress – ensuring that DT organizations are implementing baseline practices as building blocks for culture change, adjusting policies, processes and systems, and adopting positive practices
- Quantitative outcomes – evidence of change reflected in the quantitative data gathered from our systems and internal research



***NOTE:** This is a living document and will continue to undergo revisions on an evergreen basis in response to internal and external input, emerging evidence, lessons learned and as progress is made.*

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- Qualitative outcomes – our people themselves – particularly those who belong to groups that have not been equitably treated – confirm that they see and feel change at their level and that the change is positive?

All progress will be carefully monitored and measurement data will be reported publicly in the Conduct and Culture Data and Resource Hub. This will include measures and indicators as indicated above, key information regarding ongoing culture change activities, and links to additional resources and information. This will provide a consolidated access point to the indicators, research, communications, and resources required to adequately assess improvements in organizational culture. The public-facing nature of the hub will ensure transparency, both to our members and to the people of Canada, accountability, and demonstrate the sustainability of our approach to culture change.

Where the strategy themes reflect where our attention and effort need to be focused, the measurement pillars are aligned to the outcomes we are striving for. As we make progress, we will see the results in a stronger and more diverse Defence Team, a better experience for our members, a stronger institutional response to professional misconduct, enhanced health and well-being, and increased trust in Defence and its leadership – both internally and externally.

# APPENDICES

## STRATEGY CLARIFICATION

Appendix A – Lexicon

Appendix B – Strategy Application

Appendix C – References

## Appendix A – Lexicon

This lexicon is not exhaustive and is not intended to establish prescriptive definitions. It is meant to indicate how key terms and concepts are being used in the context of this strategy, in order to promote consistency of understanding. The lists of general sources and key terms can be expected to expand as the strategy evolves.

### General Sources

1. DND/CAF Anti-Racism Toolkit Lexicon: <https://www.canada.ca/en/department-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit/anti-racism-lexicon.html>
2. Government of Canada Guide on Equity, Diversity & Inclusion Terminology: <https://www.noslangues-ourlanguages.gc.ca/en/publications/equite-diversite-inclusion-equity-diversity-inclusion-eng>
3. DND/CAF Defence Terminology Bank: <http://terminology.mil.ca/index-eng.html#>
4. Government of Canada Termium Plus: <https://www.btb.termiumplus.gc.ca/tpv2alpha/alpha-eng.html?lang=eng&index=ent>

### Key terms A-Z

**Accountability:** A relationship based on obligations to demonstrate, review, and take responsibility for performance, both the results achieved in light of agreed expectations, and the means used. (OAG, 2002)

**Barriers:** Physical obstacles as well as formal or informal policies and practices that restrict or exclude persons in designated groups from employment opportunities in the federal Public Service. (DND/CAF Anti-Racism Lexicon)

**Colonization:** The process of invasion, dispossession, genocide and subjugation of a people. The result is the dispossession of vast amounts of lands from the original inhabitants and the long-term result is institutionalized inequality. The colonizer/colonized relationship is by nature an unequal one that benefits the colonizer at the expense of the colonized. Settler colonialism — such as in the case of Canada — is the unique process where the colonizing population does not leave the territory, asserts ongoing sovereignty to the land, actively seeks to assimilate the Indigenous populations and extinguish their cultures, traditions and ties to the land. Colonialism refers to the ideology or method that makes way for colonization. (DND/CAF Anti-Racism Lexicon)

**Culture:** Refers to a group's shared set of beliefs, norms and values. It is the totality of what people develop to enable them to adapt to their world, which includes language, gestures, tools, customs and traditions that define their values and organize social interactions. Culture is expressed and reproduced through formal and informal systems of reinforcement. Human beings are not born with culture – they learn and transmit it through language and observation. (DND/CAF Anti-Racism Lexicon)

**Diversity:** The presence of a variety of unique human dimensions, qualities and characteristics within an individual, group or organization. Diversity includes such factors as age, sex, gender, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise, socioeconomic status, and the unique personal characteristics that distinguish us as individuals and groups. (DND/CAF Anti-Racism Lexicon)

**Defence Team:** This is a collective term for the people who contribute to the shared mission of the Department of National Defence and the Canadian Armed Forces. In terms of establishing expectations for conduct and promoting a positive work environment, it includes primarily persons employed within and by the CAF and DND, however when viewed in terms of the impacts of culture, should be understood to include the extended Defence family, including veterans, families and other support networks.

In the interest of supporting positive culture evolution, for the purposes of this strategy, it should be interpreted broadly and inclusively to encompass non-employees (contractors, non-public-funds personnel, volunteers) also benefit from and are influenced by a culture that is healthy, inclusive and equitable.

**Equity:** The principle of considering people's unique experiences and differing situations, and ensuring they have access to the resources and opportunities that are necessary for them to attain just outcomes. Equity aims to eliminate disparities and disproportions that are rooted in historical and contemporary injustices and oppression. (GoC Guide on Equity, Diversity & Inclusion Terminology)

**Heteronormative/heteronormativity:** Heteronormativity refers to the normalization, idealization, and, often, enforcement of heterosexual relationships and social orders. Together with patriarchy, heteronormativity supports the dominance of men over women by regulating notions of masculinity and femininity. Heterosexual masculinity occupies a valued, dominant, and powerful position in relation to a subordinated, passive, and controlled femininity.<sup>11</sup>

**Inclusion:** A deliberate commitment to diversity: providing equal access to opportunities and resources for every Defence Team member; and acknowledging, understanding, accepting and valuing peoples' differences. (CPCC-Inclusive Behaviours with the Defence Team). Appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization. Social inclusion is based on notions of belonging, acceptance and recognition and entails the realization of full and equal participation in economic, social, cultural and political institutions. It is about recognizing and valuing diversity; it is about engendering feelings of belonging by increasing social equality and the participation of diverse and disadvantaged populations. (DND/CAF Anti-Racism Lexicon)

**Intersectionality:** The way in which people's lives are shaped by their multiple and overlapping identities and social locations; such as race, class, sexual orientation and gender, which, together, can produce a unique and distinct experience for that individual or group, for example, creating additional barriers, opportunities, and/or power imbalances. (DND/CAF Anti-Racism Lexicon)

**Level 1 (L1):** Officially, Level 1 Advisor – a senior official, either civilian or military, who has direct accountability to the Deputy Minister or the Chief of Defence Staff<sup>12</sup>. A Level 1 organization is the organization under the responsibility of an L1 Advisor. For the purposes of this strategy, L1s can be understood as either direct reports to the CDS or DM, or other senior organizations that by virtue of their unique function or degree of autonomy and independence, would be subject to the same expectations in terms of developing and implementing culture plans.

**Lived experience:** Personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people. (DND/CAF Anti-Racism Lexicon)

**Marginalization:** Marginalization is a long-term, structural process of systemic discrimination that creates a class of disadvantaged minorities. (DND/CAF Anti-Racism Lexicon)

**Normativity:** The phenomenon in human societies of designating some actions or outcomes as good or desirable or permissible and others as bad or undesirable or impermissible. (DND/CAF Anti-Racism Lexicon)

**Oppression:** The systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social groups. (DND/CAF Anti-Racism Lexicon)

**Patriarchy:** The norms, values, beliefs, structures and systems that grant power, privilege and superiority to men, and thereby marginalize and subordinate women". While patriarchy does privilege men, this privilege does not automatically extend to all men, to men of colour, Indigenous men, gay/bisexual men, men living in poverty, or differently abled men, given the intersecting operation of racism, heterosexism, classism, and ableism. (DND/CAF Anti-Racism Lexicon)

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<sup>11</sup> Poulin et al, 2018, cited in [Getting to the Root of the Problem: Understanding and Changing Canadian Military Culture](#), Eichler & Brown, 2023.

<sup>12</sup> Defence Terminology Bank

**Power:** The ability to name or define; The ability to decide; The ability to set the rule, standard, or policy; The ability to change the rule, standard, or policy to serve your needs, wants or desires; The ability to influence decisions makers to make choices in favor of your cause, issue or concern. (DND/CAF Anti-Racism Lexicon)

**Privilege:** Unearned power, benefits, advantages, access and/or opportunities based on membership or perceived membership in a dominant group. (DND/CAF Anti-Racism Lexicon)

**Psychological Safety:** A psychologically-safe environment, or a positive command climate, allows individual members, regardless of their place within the hierarchy, to feel engaged, inspired, and willing to take the interpersonal risks of speaking up, to contribute meaningfully to improve the organization or denounce wrongdoing. (DND/CAF Path to Dignity and Respect-Key Cultural Factors)

**System:** An organization comprised of workplace policies, practices and decision-making processes that are used within unique areas of the organization. (DND/CAF Anti-Racism Lexicon)

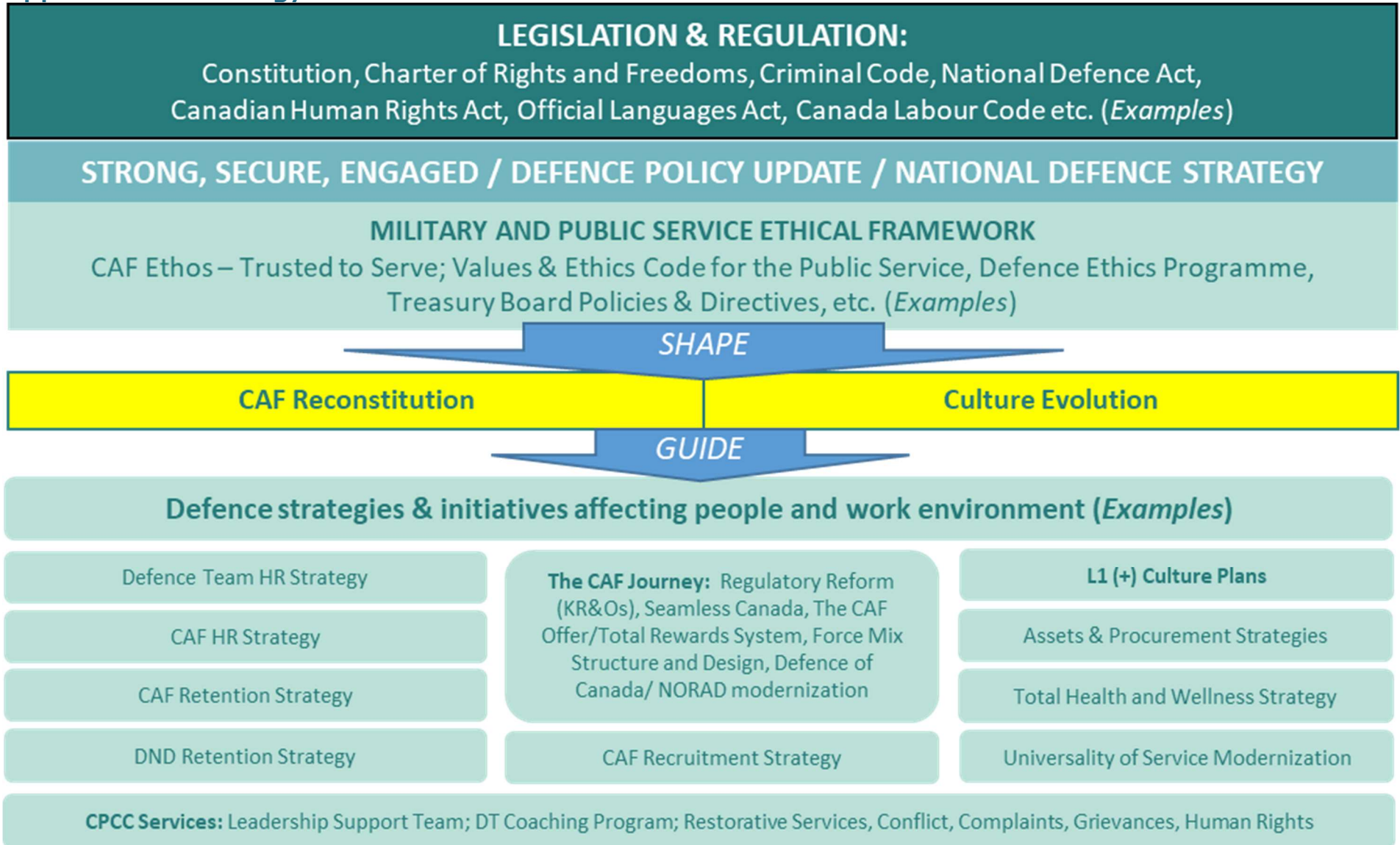
**Systemic barrier:** A barrier embedded in the social or administrative structures of an organization, including the physical accessibility of an organization, organizational policies, practices and decision-making processes, or the culture of an organization. (DND/CAF Anti-Racism Lexicon)

**Trauma-informed:** Being aware of, and taking into consideration, the broad range of potential impacts of harm and misconduct, and building support that is responsive to those impacts. This includes adopting decolonizing approaches to trauma, which further recognize the ways in which multiple aspects of a person's identity can shape and affect the person and their community's experiences and understanding of trauma and approaches to healing and well-being. (DND/CAF Anti-Racism Lexicon)

**Unconscious bias:** Unconscious bias, also known as implicit bias, is defined as "attitudes and stereotypes that influence judgment, decision-making, and behaviour in ways that are outside of conscious awareness and/or control." (DND/CAF Anti-Racism Lexicon)

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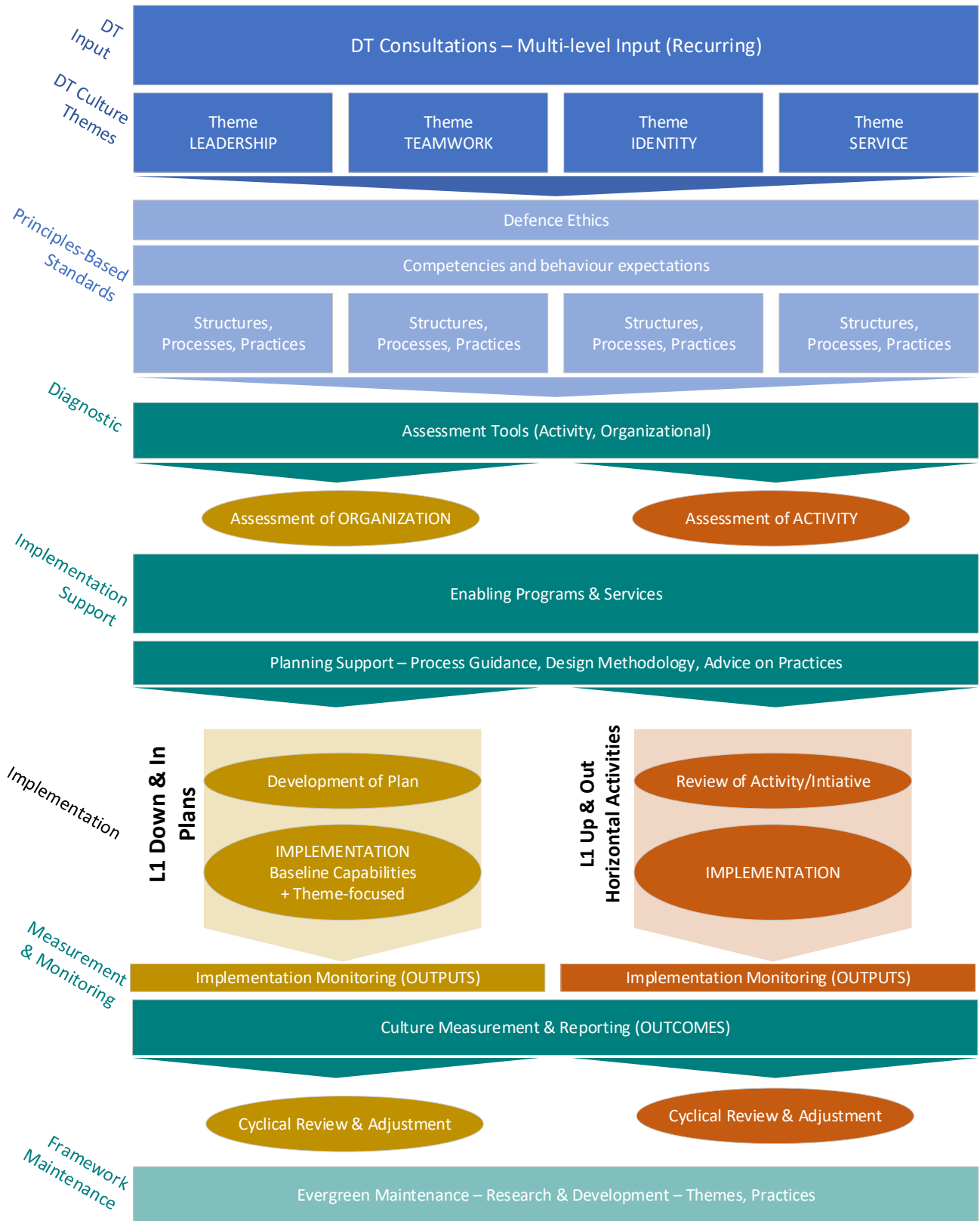
## Appendix B – Strategy Overview



**NOTE:** This is a living document and will continue to undergo revisions on an evergreen basis in response to internal and external input, emerging evidence, lessons learned and as progress is made.



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## Appendix C – References

### DND/CAF Reference documents

1. [CDS/DM Directive for CAF Reconstitution](#)
2. [CDS/DM Initiating Directive for Professional Conduct and Culture](#)
3. [Conduct & Culture Change Progress Tracker \(Pathways to Progress\)](#)
4. [Mandate Letter – Minister of Defence](#)

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## **ANNEXES**

### IMPLEMENTATION GUIDES AND SUPPORT

Annex I – GBA Plus Enterprise Approach

Annex II – Culture Toolkit

## ANNEX I – GBA Plus Enterprise Approach

### Context

#### What is GBA Plus

GBA Plus is going through a transformative shift across the Government of Canada<sup>13</sup>. GBA Plus is a step-by-step analytical decision-making tool that supports leaders and personnel at all levels to ensure that policies, programs, operations, and other initiatives are responsive and inclusive. It is an assessment of how different aspects of people’s identities, beyond biological (sex) and socio-cultural (gender) differences, interact with each other to produce people’s unique circumstances, advantages or disadvantages, and access to (or lack of access to) positive or desired outcomes<sup>14</sup>.

As such, GBA Plus is an intersectional analysis tool. GBA Plus urges us to look past a “single issue” view of people, and fully consider the nuances of people’s lived experiences and how the combination or intersection of multiple identity factors can produce specific needs or experiences of policies, programs and initiatives. GBA Plus is also not a ‘one and done’ exercise but must be continuously monitored and updated throughout the initiative’s lifecycle. To be effective, this analytical tool must be used early and often throughout the development and/or review of all initiatives both to understand individual beneficiary needs, and to ensure that the design of new policies, programs, operations, and initiatives are responsive to and informed by intersectional considerations.

#### GBA Plus and the Defence Team

*Strong, Secure, Engaged: Canada’s Defence Policy*,<sup>15</sup> (2017), commits to integrate GBA Plus in all defence activities. This ensures GBA Plus informs everything from the Capabilities Based Planning process and Future Warfighting concepts, to the procurement of major new equipment platforms, to the planning and conduct of CAF operations down to the smallest units and teams.

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Across our work, we remain committed to ensuring that public policies are informed and developed through an intersectional lens, including applying frameworks such as GBA Plus and the quality of life indicators in decision-making.

*Minister of National Defence 2021 Mandate Letter*

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GBA Plus requires that leaders and managers adopt an intersectional lens to fully understand and address systemic inequities, incomplete problem analyses or solutions which will not be fully effective for all and thus could have the potential to negatively skew Defence Team institutional and operational outcomes. In the defence context this means assessing organizational factors of importance such as occupation/classification, rank/level, terms of employment, career success, and family status, have unique impacts and influences on how an individual experiences a policy or program and how and who the system is designed to support. This intersectional analysis is critical to reshape and modernize the structures, policies, and doctrine that shape the systems within which we operate.

By strengthening the ability of DND public service employees and CAF members to conduct rigorous, evidence-based GBA Plus in the context of their roles, the GBA Plus Enterprise Approach (GBA Plus EA) will help leaders and managers at all levels ensure that the initiatives led by the Defence Team are built on a foundation of evidence-based intersectional analysis which centers the lived experiences of diverse Canadians and impacted stakeholders.

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**GBA Plus is a rigorous, evidence-based process for decision-making to:**

1. Understand who is impacted by the issue or opportunity being addressed by the initiative;
  2. Identify how the initiative must be tailored to meet diverse needs of the people most impacted; and,
  3. Anticipate and mitigate any barriers to accessing or benefitting from the initiative.
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<sup>13</sup> [https://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_202205\\_03\\_e\\_44035.html](https://www.oag-bvg.gc.ca/internet/English/parl_oag_202205_03_e_44035.html)

<sup>14</sup> Sept 22 federal budget discussions: <https://www.canada.ca/en/department-finance/services/publications/federal-budget/proposals/gba-instructions.html>

<sup>15</sup> <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>

## Increasing Operational Effectiveness

Modern/hybrid warfare refers to military operations that overtly and covertly target vulnerable communities through gender-based sexual violence (SGBV), economic coercion, disinformation, cyber-attacks, and targeting essential supplies and services such as water and gas<sup>45</sup>. While the 1949 Geneva Convention was enacted to protect the human rights of civilians, new forms of aggression and violence in modern armed conflicts significantly affects vulnerable civilians, especially women, children, and gender diverse populations. Intersectional considerations and assessment of the population in conflict areas in military or peace operations is essential to augment Situational Awareness (SA) and protect vulnerable people that may include women, girls, men, boys, and gender diverse communities. Comparable to how we conduct Intelligence Preparation of the Environment to understand and shape operations, conducting intersectional analysis will ensure we design and procure effective capabilities to support a diverse CAF, understand our adversaries and how our own cultural biases can sometimes work to our detriment, and enable us to set the conditions to optimize our operational effectiveness.

The integration of GBA Plus findings into operational planning and implementation, as well as into institutional transformation, is also essential to broader national and international commitments made by the GoC and Defence Team, including the Women, Peace and Security (WPS) agenda (the United Nations Security Council Resolution (UNSCR) 1325 and related resolutions) through the implementation of the Defence Team's Implementation Plan for Canada's Third National Action Plan on WPS (2023-29). The Defence Team commitment to including WPS Agenda considerations, and gender perspectives in operations is in alignment with both the UN and NATO direction; furthering equality and human rights both at home and abroad.

As the threats or situations evolve in response to military and humanitarian interventions at home and abroad, deployed CAF members must continually adjust the approach and mitigate the potential negative impacts on vulnerable communities within the operating context, while ensuring the diverse needs of the CAF, from base design to operational planning, are met. Integrating the findings of GBA Plus prior to and during a conflict enables the CAF to address security concerns for vulnerable people at risk of identity-related violence often related to the power imbalances that perpetuate conflict or negatively skew operational outcomes. To achieve mission success in operations and gain better SA, we must understand the nuances of the operational context and how societal norms, power imbalances and our own organizational biases can and do affect operational outcomes.

## GBA Plus as an Enabling Tool for the Culture Evolution Strategy

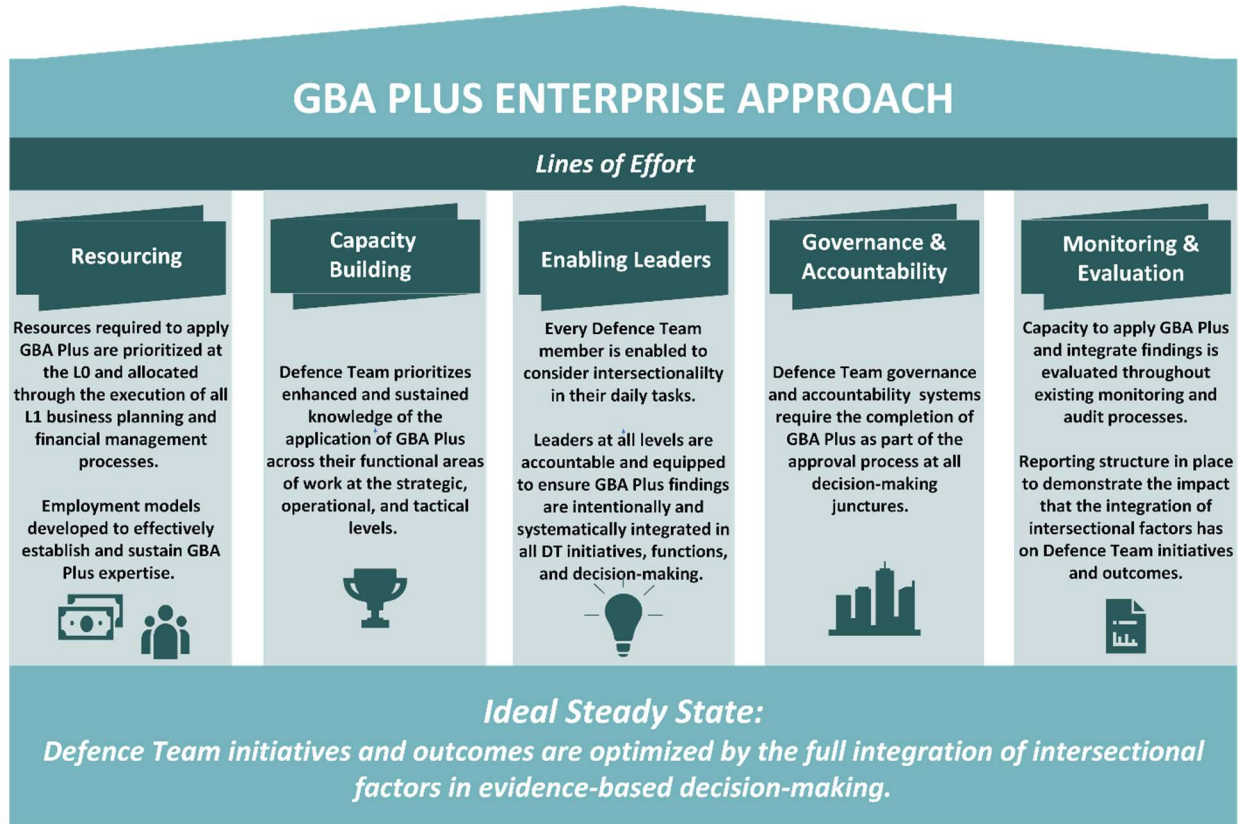
The strategic use of intersectional analysis, through the application of GBA Plus, is intrinsically linked to culture evolution and its strategic objectives of building cohesive, diverse and inclusive teams who function in an environment where people can thrive as their authentic selves, without fear, and utilize the strength of our diversity of perspectives to face the challenges of the evolving Defence environment. The application of intersectional analysis directly supports the three domains of effort outlined in the Culture Evolution Strategy. Daily application of an intersectional analytical framework to decision-making will re-enforce the systems and structures work underway to identify and remove inherent biases and barriers that unfairly disadvantage some Defence Team members. The proper and daily application of GBA Plus and use of its findings to inform decision-making is a foundational, first step that the Defence Team will take to embark along the culture evolution continuum. Incorporating intersectional analysis as an assessment component of all governance mechanisms will ensure leaders' accountability to produce tangible, GBA Plus-informed decisions, whilst building GBA Plus as a true operational capability.

Institutionalization of the GBA Plus EA across the five lines of effort will ensure we have a credible GBA Plus system and the required capacity across the institution. It is a leadership responsibility to ensure that every decision is based on all relevant information and requires the development of decentralized capacity and revisions to governance and decision-making processes. Our collective success in this routine application will enable the Defence Team to shape the environment in support of the cultural evolution vision. Leaning ahead in addressing the strategic objectives laid out in the GBA Plus EA sets the conditions for achieving the strategic objectives of the Culture Evolution Strategy as it creates the systematic mechanisms required to challenge and validate decisions in support of culture evolution.

## What is the GBA Plus Enterprise Approach?

The GBA Plus Enterprise Approach (GBA Plus EA) is a department-level strategic framework that articulates overarching standards and objectives for the Defence Team regarding the institutionalization of GBA Plus to inform evidence-based decision making across all levels and ranks. The GBA Plus EA is comprised of five Lines of Effort with Strategic Objectives falling under each related to the institutionalization of GBA Plus (visually represented in Figure 1 below). The Lines of Effort are: (a) Resourcing; (b) Capacity Building; (c) Enabling Leaders; (d) Governance & Accountability; and (e) Monitoring and Evaluation (see Figure 1). It has been co-developed over FY 22/23 alongside expert L1 staff, signaling the shared responsibility across leaders with regards to breadth, depth, and impact of its application.

Figure 1:



## Roles and Responsibilities for the Institutionalization of GBA Plus

### Lo/Lo.5/L1 Responsibilities

Lo/Lo.5/L1s' role in the implementation of the GBA Plus EA is decentralized and centred around a shared responsibility. The GBA Plus EA's foundation is built upon the value of collective accountability, in that Lo/Lo.5/L1s are expected to implement the five strategic objectives to their best ability, while modifying their approach to success based on their unique needs and resources.

Lo/Lo.5/L1 to develop a GBA Plus EA Implementation Plan (IP), which will align with the horizons laid out for the Culture Evolution Plans. The IPs will build upon previous and ongoing work at the Lo/Lo.5/L1 level.

### CPCC Enabling Role

As the functional authority for GBA Plus, CPCC plays a unique, dual role in the development and implementation of the GBA Plus EA both as an individual L1 and as the lead responsible for providing strategic direction from a systematic and capacity building

perspective. Given this position, CPCC will play a critical enabling role across all the lines of effort to support L1 success. CPCC's role will evolve iteratively, critical interjections are described below.

### Directorate of Gender Equality and Intersectional Analysis (DGEIA)

DGEIA, under Director Culture, CPCC, will remain the GBA Plus Centre for Expertise for the department, and offer strategic guidance, capacity building and resources, and ensure integration of GBA Plus and intersectional analysis daily across the institution to the lowest organizational level. DGEIA's role will evolve from delivery of service-oriented functions to a collaborative strategic guidance network for L1s. In the immediate term, DGEIA will support Lo/Lo.5/L1s in the development of their GBA Plus IP, develop and deliver ongoing capacity building opportunities within the defence context, and develop and implement a monitoring and evaluation approach to the impact of GBA Plus on operational outcomes.

### Resourcing: Conduct & Culture Support Structure staffing

CPCC has worked closely with existing expert staff across the Defence Team in the development of a functions-based employment model designed to enable effective culture work and the institutionalization of GBA Plus. The staffing model is comprised of two components: personnel duties and relationships between personnel. It allows Defence Team leaders to move from a reactionary to a proactive posture, ensuring capacity, leadership, and structural accountability to push forward all facets of culture evolution. To do this, L1s will appoint dedicated and decentralized personnel to manage GBA Plus responsibilities to ensure that all DT initiatives and outcomes are optimized by the full integration of intersectional factors in evidence-based decision-making.

This staffing structure will allow for roles and responsibilities to be dispersed across a network of GBA Plus practitioners, allowing for the full institutionalization intersectional analysis at all decision-making junctures, both within and outside the culture sphere. This model will reduce strain on personnel and the risks of competing priorities that have resulted in DND/CAF falling short of central agency standards and expectations, and will allow L1s to fulfill the goals set out in their GBA Plus IPs. Complimented by robust TORs and capacity building framework, this staffing structure will provide the Defence Team with a professionalized career stream that allows for continuous professional development and a formalization of the capacities, roles and succession planning of all intersectional focal points. This professionalization will increase operational effectiveness and ensure more equitable initiatives for the DT and Canadians at large.

### Capacity Building

CPCC has developed and piloted a new curriculum offering a tailored approach to conducting GBA Plus in the defence context. This curriculum is intended for analysts across all Lo/Lo.5/L1s and will build a broad base of capacity to achieve the GBA Plus commitments laid out in SSE to conduct GBA Plus and apply the key findings across all initiatives throughout DND/CAF. CPCC will deliver up to 40 facilitated course offerings with a demand well beyond 800 people throughout FY 23/24. This course will serve as the foundation for further refinement of GBA Plus training along the unique functional areas of work across each Lo/Lo.5/L1.

Meanwhile, CPCC is developing three other training offerings to support the full institutionalization and decentralized capacity building of GBA Plus. The training plan includes:

- **Middle-Level Management & Senior Officers:** A modularized curriculum targeting middle-level management on CAF and Civilian sides to build GBA Plus awareness and capacity; an understanding of the resources required to undertake meaningful intersectional analysis; and, how to assess the risks assumed when GBA plus findings cannot be actioned.;
- **Progressive GBA Plus Capacity Building Curriculum:** A modular, advanced training program developed in consultation with existing GBA Plus expert staff to support in the development of a professional career stream for Intersectional Advisors and Analysts, as well as to deepen and decentralize GBA Plus capacity across the Defence Team;
- **Unit Level/Junior Rank Toolkit:** A CPCC-facilitated national CAF and civilian working group to co-develop a set of tools to support entry-level leaders. This working group will explore and gather tangible examples and scenarios experienced at units, wings, and bases for the development of micro-learning videos; reverse mentorship programs; and base camp style learning offerings that hold longevity throughout the relationship building and career growth of new recruits.

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Creating an intentionally designed career stream for GBA Plus practitioners and intersectional advisors and analysts supports both the professionalization of this work within DND/CAF, while also supporting to mitigate some of the risks of failure. By creating a progressive learning environment that is systematized for both civilian and military personnel, the GBA Plus EA supports the creation of a learning environment where we evolve from our mistakes, rather than hide from them.

### Enabling Leaders

Every single Defence Team member has a leadership role to play to enhance, modernize and sustain a positive growth in culture and taking the foundational steps found in the use and application of GBA Plus and intersectional analysis across our daily decision-making. In addition to the executive leadership capacity building and governance accountability mechanisms, CPCC will support leaders at all levels to foster a strong network of expert staff that they engage at appropriate nexus to ensure their expertise is leveraged towards our common objectives.

### Governance and Accountability

Governance mechanisms are a critical requirement to support the true institutionalization of GBA Plus. CPCC will work with relevant stakeholders to ensure that GBA Plus accountability and oversight is a central component of all relevant governance bodies' mandate and objectives. Ensuring an adequate governance mechanism signals the importance of this shared responsibility and provides a familiar systemic mechanism to hold all members accountable.

### Monitoring and Evaluation

CPCC will publish a performance measurement tool to support monitoring and evaluation of L1s progress against their GBA Plus Implementation Plans (IPs). This will be a scalable and multi-year horizon measurement approach that will be intimately aligned with those of the CES. CPCC will also work with relevant functional authorities to review the personnel and executive performance management systems to better reflect the specific and refined accountabilities regarding GBA Plus use and application as laid out in the GBA Plus Enterprise Approach.

This PMF will provide results regarding the progress of the institutionalization of GBA Plus throughout the department, as well as identify areas to be bolstered. Results will be compiled and reported each fiscal year.

## Annex II – Culture Toolkit

### Enabling programs, services, supported practices and tools

As Defence organizations develop their plans, there is a significant range of programs, practices and systems that can help them achieve meaningful and lasting change. A key component of the principles-based standard is a catalogue of resources that can be drawn upon to inform, enhance and enable plans and initiatives.

Initially, the collection comprises a static and very basic list of programs and services that are currently established and supported within Defence. These programs will help to establish important foundational capacity and address some of our most pressing needs. This initial list will be developed into a more dynamic online resource centre that can be expanded to include programs currently under development, approaches emerging from new research into organizational and military culture and private sector practices and emerging practices being developed within the Defence Team. New additions will be reviewed using the GBA Plus analytical framework and assessed for their applicability to a public sector context.

CPCC, in its role as principal advisor on professional conduct and culture, is responsible for unifying, integrating, and coordinating all associated programs, policies, and activities across the DND and the CAF. CPCC will maintain a centre of expertise that will be available to support implementation efforts, advise on plan alignment and assist with linking organizations with supporting programs, services and tools.

Other L1 organizations, in particular the Chief, Military Personnel (CMP) and the Assistant Deputy Minister, Human Resources – Civilian (ADM(HR-Civ)) continue to play a central contributing role in Defence culture as stewards of the policies, processes and functions that manage and support our personnel. They maintain an extensive suite of strategies and services that contribute to the capability and effectiveness of our people.

Crucially, these organizations oversee four functions that have a profound impact on our work climate:

- Who we attract and who we select to work here
- How we socialize, train and develop those who come into the organization
- Who is identified and supported for career progression and advancement
- How we support the health, well-being and performance of our personnel and their extended support systems

To align with culture objectives, these activities will maintain a strong focus and emphasis on character, building on current work in the development of character-based leadership, the integration of inclusive behaviours into our performance assessment processes, and the consideration of character at all stages of a member's Defence Team experience.



## Key portals and resource hubs

DESCRIPTION	TOOLS & RESOURCES
<p><b>Sexual Misconduct Support and Resource Centre (SMSRC)</b></p> <p><a href="https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html">https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html</a></p>	<p>Provides support services for currently serving and former Canadian Armed Forces members, National Defence public service employees, Cadets and Junior Canadian Rangers affected by sexual misconduct and their families, aged 16 and older. The SMSRC operates outside and independently from the CAF chain of command within the Department of National Defence and reports directly to the Deputy Minister., providing guidance and support for leaders and management on addressing sexual misconduct.</p> <ul style="list-style-type: none"> <li>• Support Services and resources</li> <li>• Restorative Engagement program</li> <li>• Military Sexual Trauma Peer Support Program\</li> <li>• Grant program for service providers</li> <li>• Independent Legal Assistance Program</li> </ul>
<p><b>CPCC Conflict &amp; Complaints Management Services Centres (CCMS)</b></p> <p><a href="https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct.html">https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct.html</a></p>	<p>The CCMS offices provide a local, impartial, and confidential first point-of-contact for access to DG Conflict Solutions and Services (DGCSS). These services enable effective conflict and complaint management, thereby contributing to healthy workplace cultures.</p> <p>CCMS Agents, located at 16 defence establishments across the country, can 1) Provide procedural information and assistance on harassment, grievance, and human rights complaints, 2) Educate on early, local and informal resolution options where appropriate 3) Refer to conflict management practitioners for mediation, coaching or training; and/or 4) Connect the member to a wide range of other solutions and services including:</p> <ul style="list-style-type: none"> <li>• Defence Team Coaching Program</li> <li>• Leadership Support Team</li> <li>• Restorative Services</li> <li>• Workplace Harassment &amp; Violence Prevention</li> <li>• CAF National Harassment</li> <li>• CAF Human Rights</li> <li>• Canadian Forces Grievance Authority</li> </ul> <p>The organization is driven by excellence in client-oriented and transparent conflict solutions and services which values each Defence Team member.</p>

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<p><b>CPCC Conduct and culture training and education resources</b></p> <p><a href="https://www.canada.ca/en/department-national-defence/services/conduct-and-culture/conduct-and-culture-training-and-education-resources.html">https://www.canada.ca/en/department-national-defence/services/conduct-and-culture/conduct-and-culture-training-and-education-resources.html</a></p>	<p>Find links to a wide range of courses and training resources for Canadian Armed Forces members and Department of National Defence employees. Each resource helps to develop the skills to create positive and supportive work environment. The portal can be filtered by category and searched according to role (Employee, Supervisor, Manager, Executive). Categories include:</p> <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Anti-Racism</li> <li>• Coaching and Mentoring</li> <li>• Effective Communication &amp; Conflict Management</li> <li>• Diversity &amp; Inclusion</li> <li>• Ethics</li> <li>• GBA Plus</li> <li>• Harassment</li> <li>• Leadership and Team Building</li> <li>• Sexual Misconduct</li> <li>• Wellness and Mental Health</li> </ul>
<p><b>CPCC Anti-racism hub</b></p> <p><a href="https://www.canada.ca/en/department-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit.html">https://www.canada.ca/en/department-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit.html</a></p>	<p>Learn how DND and CAF are confronting systemic barriers that discriminate against Indigenous, Black, People of Colour and racialized members of the Defence Team. Find tools, training materials, and resources to help identify and challenge racism and racial discrimination.</p> <ul style="list-style-type: none"> <li>• Anti-racism toolkit</li> <li>• Glossary of terms: Anti-racism lexicon</li> <li>• Anti-racism learning hub</li> <li>• Help and assistance related to racism and racial discrimination</li> </ul>
<p><b>The CAF Offer</b></p> <p><a href="https://www.canada.ca/en/department-national-defence/campaigns/the-caf-offer.html">https://www.canada.ca/en/department-national-defence/campaigns/the-caf-offer.html</a></p>	<p>Provides a single, authoritative, portal for all serving personnel, their families, and potential recruits to explore and discover the full range of what The CAF has to offer.</p> <ul style="list-style-type: none"> <li>• Career</li> <li>• Compensation</li> <li>• Benefits</li> <li>• Work/Life</li> </ul>
<p><b>HR Connect RH</b></p> <p><a href="http://hrciv-rhciv.mil.ca/en/s-digital-hr-connect-rh.page">http://hrciv-rhciv.mil.ca/en/s-digital-hr-connect-rh.page</a></p>	<p>Quick and easy access to civilian HR information, services, and programs. Agents address a variety of general HR inquiries and connect you with the appropriate HR Centre of Expertise when the request is more complex and requires assistance from a specialist.</p> <ul style="list-style-type: none"> <li>• Schedule a pay consultation with a Compensation Advisor</li> <li>• Submit an online staffing HR Request for managers or guide them through the submission</li> <li>• Connect you with any HR Centre of Expertise</li> <li>• Obtain a copy of a work description</li> <li>• Get information about COVID-19 and transitioning to a hybrid workforce</li> <li>• Create a Human Resource Services and Support (HRSS) account</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Get answers to all your general HR questions on topics such as: Pay and benefits; Staffing; Classification; Learning and professional development; Labour relations; Performance management; Official languages; Employment equity, diversity and inclusion; Mental health and well-being; Civilian flexible work program</li></ul> |
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## Theme-linked practices and resources

### Leadership

Every member of the Defence Team is expected to demonstrate leadership when it comes to culture. Leaders at all levels – both formal and informal – will enable and support their teams to excel. Leadership principles revolve around character and the people-focused practices we expect of leaders as both stewards entrusted with the care of their people, and as role models demonstrating the standard of conduct we expect our personnel to live up to. Leaders will be accountable and open to input, and foster a healthy, respectful challenge function. They will prioritize stewardship of not only material resources, but also the well-being of their people so that teams can fulfill their mission. They are expected to apply perspective, taking context into account and adapting their practices and leadership styles to the environment, and to lead with emotional intelligence and an awareness of human factors.

PRACTICES TO CONSIDER	SUPPORTING RESOURCES and WORK UNDERWAY
<p>Discuss vignettes focused on mistakes made and how they contributed to learning/growth.</p> <p>Recognize smart risk-taking even when the risk doesn't pay off.</p> <p>Establish an advisory network of experts from outside the immediate organization.</p> <p>Actively seek and reward informal 360 feedback.</p> <p>Create a safe, supported challenge function.</p> <p>Reward questions with a positive response.</p> <p>Establish clear team etiquette expectations.</p> <p>Regular self-analysis to examine your leadership style and practices.</p> <p>Reality checks with a variety of sources.</p>	<p>(CDA) Character-Based Leadership</p> <p>(ADM(HR-Civ)) Harassment and violence prevention program</p> <p>(ADM(HR-Civ)) National DT Managers Network</p> <p>(CPCC) Hateful Conduct Continuum: The Hateful Conduct Continuum is a tool to provide a consistent understanding of Hateful Conduct, which impacts a healthy workforce. This is one document amongst other documents and policies to contribute to creating a healthy and psychologically safe workplace. The Continuum will be regularly updated to reflect evolving research and policy in this area.</p> <p>(SMSRC) Restorative Engagement Program (SMSRC): Negotiated as part of the CAF-DND Sexual Misconduct Class Action Settlement, class members are provided the opportunity to be supported in the sharing of their experiences, knowledge and understanding of sexual misconduct with Defence Team leaders in order for DT leaders to learn from the sharing and take this learning back into the institution.</p> <ul style="list-style-type: none"> <li>• Participating in RE is intended to be transformational for leaders. It is supporting leaders at all levels to do differently, in real time by engaging in ways that build their knowledge, skills and capacities to lead differently and to work restoratively with those around them.</li> <li>• Leaders learn how to listen actively and without judgement, how to confront differing perspectives with curiosity and consideration, how to reflect on what they have learned from listening to the experiences and perspectives of others, and finally to transform those learnings into action.</li> <li>• Through RE, leaders will come to better understand the causes, circumstances and contexts that contribute to sexual misconduct. They will also come to understand how their leadership, as individuals and as a collective, impacts the</li> </ul>

<p>Prioritize application of GBA Plus.</p>	<p>institutional culture and what needs to change to prevent and better respond to sexual misconduct. They will plan tangible actions and develop strategies that they will carry out post program that will contribute to that change.</p> <p>(CDA) Professional Development: Making sure that our learning content supports our professional culture and prepares us to face current and future security and defence threats and challenges.</p> <p>(ADM(HR-Civ)) Official Languages program</p> <p>(CPCC) Leadership Support Team (LST): The Leadership Support Team (LST) initiative supports unit leadership in affecting the work climate by providing tools and best practices that create psychologically safe, collaborative, and inclusive work environments to maximize operational effectiveness in a way that meets our professional standards.</p> <p>(ADM(HR-Civ)) Learning and development program</p> <p>(ADM(HR-Civ)) Core Competency Rating in the Public Service Performance Measurement Program</p> <p>(ADM(HR-Civ)) Executive Development Program (EXDP) - Developmental opportunities for under-represented communities for the EX minus 1 and 2 cadre, intended to empower diverse, high-potential and high-performing DND employees to develop the knowledge, skills, and expected executive Key Leadership Competencies (KLCs) required to take the next step into the Executive ranks.</p> <p>(ADM(HR-Civ)) Second Language Training (SLT) program - ADM(HR-Civ) implemented a SLT program for managers and executives as part of the National Defence Management Initiative for the EX community.</p> <p>(ADM(HR-Civ)) Employment Equity, Diversity and Inclusion program</p> <p>(CPCC) Initiating Directive on Inclusive Behaviours: Defence Team members—at all levels—have a collective responsibility to continuously support a workplace culture within which all members feel included. CPCC issued an initiating directive in September 2021, making the measurement of inclusive behaviours a part of Defence Team performance appraisal systems, starting with the executive cadre.</p> <p>(ADM(HR-Civ)) Mosaic Leadership Program - a Public Service program for employees at the EX minus 1 level to:</p> <ul style="list-style-type: none"> <li>○ address barriers faced by equity-seeking employees</li> <li>○ bridge gaps in representation</li> <li>○ increase diversity in the executive group</li> <li>○ ensure that all employees can see themselves reflected in leadership roles in the public service</li> <li>○ accelerate meaningful culture change for increased diversity, inclusion and accessibility</li> </ul>
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	<p>(CPCC) The Defence Team Coaching Program (DTCP) fosters leadership development and promotes behaviours that will facilitate the creation and maintenance of an inclusive environment within the Defence Team by providing individual and team coaching services.</p> <p>(Multiple L1s) Defence Team Champions - senior-level managers or officers formally appointed by the Deputy Minister and the Chief of the Defence Staff for their willingness to contribute to strategic and operational objectives of the Department of National Defence and Canadian Armed Forces programs at the national level. Defence Team Champions work within the organization to promote new ideas, are driven by a vision, and are energized with a passion to motivate others to contribute to positive outcomes in the areas of employment equity, diversity, and culture change.</p> <p>(CMP) CDA Professional Development</p> <p>(CMP) Selection / Promotion Process Improvement</p> <p>(CMP) Maximize staff levels at CFLRS</p> <p>(CMP) High School Education Initiative</p> <p>(CPCC) <i>Building the Institutional GBA Plus Capacity in Defence: An intersectional analysis approach to decision-making</i> (to commence in FY 2023/24): A new Defence Team-tailored will be launched in fall 2023, which will provide hands-on training on how to apply and integrate GBA Plus in Defence Team activities, initiatives, and areas of work. This course is designed to build on Women and Gender Equality Canada's (WAGE's) <i>Introduction to GBA Plus</i> course by providing more in-depth training on how GBA Plus applies to the Defence Team context, and includes practical case studies which help to build participants' GBA Plus proficiency and comfort level.</p>
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## Teamwork

Teamwork is a key factor in operational readiness and effectiveness. Teamwork principles focus on inclusion, working from the recognition that every member of the team contributes unique knowledge, skills and perspectives, and that teams work best when every member of the team can fully contribute. High performing teams are built upon authenticity and trust. Connection is a fundamental element, as team cohesion is strongest when members connect as human beings. Team members have a duty to each other help each other maintain the values and standards we profess. Shared hardship can create strong bonds, but should be approached cautiously as a team-building tool, focusing on providing challenge that does not damage the long-term readiness or effectiveness of team members.

PRACTICES TO CONSIDER	SUPPORTING RESOURCES and WORK UNDERWAY
<p>Review your “teambuilding” activities – do they really bring everyone together, or do they exclude some?</p> <p>Get to know the members of your team – you may discover hidden skills and knowledge.</p> <p>Pursue self-awareness – knowing yourself is the key to working effectively with others.</p> <p>Create space for appropriate dissent and challenge.</p>	<p>(CPCC) Sexual Misconduct Continuum: The Sexual Misconduct Continuum is a tool to help Defence Team members understand a spectrum of professional misconduct of a sexual nature from inappropriate behaviours to criminal acts that causes or could cause harm to others, and that the person knew or ought reasonably to have known could cause harm.</p> <p>(CPCC) Hateful Conduct Continuum: The Hateful Conduct Continuum is a tool to provide a consistent understanding of Hateful Conduct, which impacts a healthy workforce. This is one document amongst other documents and policies to contribute to creating a healthy and psychologically safe workplace. The Continuum will be regularly updated to reflect evolving research and policy in this area.</p> <p>(CPCC) Restorative Services (RS) brings individuals together in a safe environment to address and repair harm (including abuse of authority, sexual and hateful misconduct, harassment and discrimination). It may include the participation of affected individuals and institutional representatives.</p> <p>(CPCC) Workplace Harassment and Violence Prevention (WHVP) steams from the Canadian Labour Code and is applicable to all incidents of harassment and violence in the workplace involving Public Service employees.</p> <p>(CPCC) Harassment Investigation and Advisory services provides independent Harassment Investigation services in cases involving CAF members and, Workplace Harassment and Violence Prevention (WHVP) investigations in cases involving Public Service employees. The unit also provide Subject Matter Expertise and advice on matters related to harassment and Harassment Investigations.</p> <p>(CPCC) Conflict and Complaint Management Services (CCMS) provides comprehensive specially trained CCMS Agents and Conflict Management Practitioners who assess presented issues and guide Defence Team members and CoC through options to effectively manage or resolve conflicts and complaints.</p> <p>(CPCC) Informal Conflict Management</p>

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	<p>(ADM(HR-Civ)) Civilian Indigenous Recruitment and Retention Strategy: The Civilian Indigenous Recruitment and Retention Strategy continues to address employment barriers and remove employment-related inequities faced by Indigenous communities and achieve workforce representation.</p> <p>(CMP) Recruitment: Achieving representation of Women at 25.1%, and Indigenous persons at 3.5%, Visible Minorities at 11.8%</p> <p>(ADM(HR-Civ)) Awards and Recognition Program</p> <p>(ADM(HR-Civ)) Diverse Selection Board Inventory - To ensure that all candidates in staffing processes have the opportunity to be evaluated by assessment teams that represent diversity. DND has established and implemented a roster of diverse Selection Board members to ensure diverse representation on hiring boards.</p> <p>(CPCC) Positive Space Program - The objective of the Positive Space program is to foster the creation of a safe and inclusive work environment for everyone, including members of the Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex+ communities.</p> <p>(ADM(HR-Civ)) Civilian Diversity and Inclusion Action Plan - to meet or exceed legislative requirements and a commitment to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all DND employees within a respectful and inclusive environment.</p> <p>DAOD on Appointments and Guide, Guideline on Staffing Options</p> <p>(CMP) CAF HR Strategy</p> <p>(CMP) Retention Strategy</p> <p>(CMP) Unit Retention Interview</p> <p>(CMP) Training Modernization</p> <p>(CMP) Recruitment Modernization (ReMIT)</p> <p>(CMP) Performance and Competency Evaluation (PaCE)</p>
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## Identity

The Defence Team identity is built around shared purpose rooted in service, perseverance, resolve, fairness and helping others. “Fighting Spirit” – the willingness to undertake challenging tasks, an unwavering will to succeed and the will to fight against adversity<sup>16</sup> – has many different faces and is shared by both military and civilian personnel. The Defence mission depends on an enormous diversity of knowledge, skills, aptitudes and abilities – both military and civilian. We will ensure that our collective identity is reflective of the wide variety of roles demanded by a 21<sup>st</sup> Century military context, and is firmly centered around character.

We all identify as contributors to the defence of Canada and each of us makes an essential contribution to our shared mission. People serve most fully when they serve as their authentic selves. We all identify as members of the Defence Team, and a member should not have to abandon their own identity in order to serve.

PRACTICES TO CONSIDER	SUPPORTING RESOURCES and WORK UNDERWAY
Reflecting on the big picture and how the team contributes to the Defence mission.	(CPCC) Official Languages (CPCC) Departmental Approach to Anti-Racism (CPCC) Positive Space Program
Consider your interdependencies and how others contribute to the success of the organization.	(CPCC) Maximizing Self-Identification: For CAF, introduce a new self-identification process that is more inclusive of the expanding and evolving definition of employment equity. In alignment with TBS’s Self-Identification Modernization Project, introduce a new self-identification process for Defence Public Servants that is more inclusive of the expanding and evolving definition of employment equity.
Listen and hold space for colleagues to share their experiences.	A new digital self-identification tool and modernized database is being developed.
Connect with Defence Team Advisory Groups and Networks.	(ADM(HR-Civ)) Oath or Solemn Affirmation – for PS (PSEA Section 54) (ADM(HR-Civ)) Civilian Awards and recognition program
Recognize your own actions and seek out feedback.	(ADM(HR-Civ)) Onboarding Program – opportunity to communicate and instill positive culture from point of entry into the department (this program is to be refreshed)
Challenge behaviours, practices and policies that reinforce racism, or create systemic barriers.	DND and CAF Code of Values and Ethics - Principles, values and expected behaviours of DND employees and CAF members. (ADM(HR-Civ)) Initiating Directive on Inclusion and Performance - provides direction on inclusive behaviours, inherent in the Public Service Core Competencies and the DND and CF Values and Code of Ethics, that all Defence Team members are expected to embrace and exhibit. Annual performance agreements will include expectations of inclusive behaviours via the PSPM Application.

<sup>16</sup> Canadian Armed Forces Ethos: Trusted to Serve

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	<p>(CMP) CF Military Personnel Instruction (Mil Pers Instrs) 003/21 - provides direction on the concrete actions expected of CAF members to support a diverse and inclusive culture. The Instruction also describes the methods to be used to capture these actions within the CAF performance appraisal framework.</p> <p>(CPCC) Defence Advisory Groups - employment equity advisory groups of serving CAF military members and DND public service employees who provide grassroots insight, advice, and recommendations to Defence Team leadership. Helping the Defence Team achieve positive employment equity outcomes and foster a more diverse and inclusive work environment.</p> <ul style="list-style-type: none"><li>• Defence Women's Advisory Organization (DWAO)</li><li>• Defence Indigenous Advisory Group (DIAG)</li><li>• Defence Advisory Group for Persons with Disabilities (DAGPWD), and the Defence Visible Minorities Advisory Group (DVMAG)</li><li>• Defence Advisory Group known as the Defence Team Pride Advisory Organization (DTPAO) advocates for the employment equity interests of 2SLGBTQI+ members and employees</li></ul> <p>Defence Team Black Employees Network (DTBEN) - a grassroots network focused on serving the well-being of the Black civilian and military members within the Defence Team.</p> <p>(CMP) Workforce Foresight</p> <p>(CMP) Universality of Service (U of S) Modernization</p> <p>(CMP) Women's Health Framework</p> <p>(CMP) Medical Screening Process Re-design</p> <p>(CMP) Update of Depart with Dignity Program</p>
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**Service**

We recognize that our best selves are required to best serve. People cannot contribute their best without due care and attention to their physical, mental and emotional well-being, a responsibility shared by both the individual and the organization. As a Defence Team, we will also consider the impacts of our decisions and activities on the extended Defence family – in particular the families and support networks who share the life impacts of this work. There is recognition that the demands we make come with a cost, and we are required to consider long-term impacts against short-term gains.

PRACTICES TO CONSIDER	SUPPORTING RESOURCES and WORK UNDERWAY
<p>Adopting cost/benefit thinking</p> <p>Developing a workplace etiquette policy focused on reducing unnecessary demands on personnel</p>	<p>(CPCC) Human Rights &amp; Diversity</p> <p>(CPCC) Complaints System Transformation: Ensures that DND/CAF has clear and simplified reporting mechanisms in place that balance and integrate multiple pathways to enable a more timely and trusted process that is affected-person centric, thereby enabling affected persons to be supported with compassion.</p> <p>(CPCC) The Canadian Forces Grievance Authority (CFGGA) oversees the Canadian Forces grievance system and administers the submission of grievances by CAFmembers. It also manages the CAF grievance process and is responsible for modernizing and evolving the CAF grievances system.</p> <p>(CPCC) The Director External Review (DER) is responsible for investigating, analyzing, responding to and resolving complaints brought by members of the Canadian Armed Forces CAF to the Canadian Human Rights Commission (CHRC). DER also manage the Victims Rights Complaint Resolution mechanism under Bill C-77.</p> <p>(CMP/HR-Civ) Total Health and Wellness Strategy</p> <p>Person-Partnered Care: Meaningful engagement at all levels of the CAF health care system, allowing stakeholders to become more involved in CFHS continuous improvement activities.</p> <p>(CMP) Womens’ Health Framework: A range of CAF programs that focus on optimizing performance, health, wellness and safety. The framework includes eight mutually-supporting activities to better meet needs of women and diverse groups.</p> <p>(CMP) Medical Screening Process Re-design: Expedited Recruit Enrollment (ERE) initiative.</p> <p>(CMP) Health System Governance: CFHS continues to modernize the system by which authority, decision-making ability, stewardship and accountability are exercised and will do so through the establishment of specific levels of governance bodies.</p> <p>(CMP) HR Client Service and Support Model</p> <p>(CMP) Workplace accommodation (DAOD 5015-0, Duty to accommodate, etc.)</p> <p>Public Service Renewal (Beyond 2020 program led by Privy Council Office)</p>

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- Agile workforce
  - A-1: Mobilize resources and people to key priorities
  - A-2: Empower our workforce
  - A-3: Embrace uncertainty and learn through experimentation
- Inclusive workforce
  - I-1: Create an environment where individuals are safe to express themselves
  - I-2: Expand partnerships and remove barriers to collaborate
  - I-3: Co-create by bringing different perspectives to the table
- Equipped workforce
  - E-1: Design work environments to optimize performance
  - E-2: Make learning a fundamental part of your job
  - E-3: Explore technology and tools to help you be more effective in your role

(CMP) The CAF Journey Refresh

(CMP) Comprehensive Military Family Plan (CMFP)

(CMP/ ADM(HR-Civ)) Total Health and Wellness Strategy

(CMP) Suicide Prevention Action Plan (SPAP)

(CMP) Adaptive Career Path (ACP)

(CMP) The CAF Offer / Total Rewards System

(CMP) Resiliency Initiatives

(CMP) Family Care Assistance Improvements

(CMP) Incentivization of Member Relocations

(CMP) Long Term Disability and Medical/Psychosocial Benefits

(CMP) Military Transition Engagement & Partnerships

(CMP) Reserve Transition Support Policy

(CMP) Return to Duty Program Revitalization

(CMP) Transition Trainers