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ADM(PA)

Corporate Internal Communications

COVID-19 Business Resumption – Communications Toolkit

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ABOUT THE TOOLKIT

This Communications Toolkit was developed to help guide L1/Commands in their efforts to inform Defence Team members (military and civilian) on the gradual resumption of business and activities following the displacement caused by COVID-19.

This Toolkit aims to provide resources and reiterate key messaging that can be tailored to help inform L1/Command staff down to unit level. Responsible communications teams are encouraged to leverage the available content and integrate key messaging/language into their respective plans/products to ensure consistency with the overall direction from the L0 level, along with the broader Government, and public health authorities.

As outlined in the [Deputy Minister's message published May 22](#), the approach to business resumption will not be a one-size-fits all. Communicating on business resumption will be fluctuating given that there are a range of factors impacting staff and teams at all levels and across the organization.

Communication products should be modified to support Defence Team members that are returning and/or resuming activities in different phases/stages (with same guiding principles outlined in the Directive). The most effective method of communication throughout this entire transition will be *Chain of Command*. The L0 Internal Communications Plan, along with the available Toolkits, are only meant to provide recommendations and resources, and are not meant to replace direct supervisor to staff engagement. Conversations at this level will be pivotal in ensuring members are properly prepared and informed.

DEPARTMENTAL COMMUNICATIONS ROLLOUT

The Defence Team COVID-19 Business Resumption Corporate Internal Communications Plan outlines L0 communication activities, products and deliverables for the Defence Team Business Resumption Planning. It aligns with the broader Government framework (TBS, OCHRO, PHAC/HC, etc.) and follows the direction outlined in the [Joint CDS/DM Directive for the Resumption of Activities](#). For a comprehensive list of products and rollout, please reach out to the Corporate Internal Communications team at +Internal Communications internes@ADM(PA)@Ottawa-Hull Internal_Communications_internes@forces.gc.ca for the Defence Team COVID-19 Business Resumption Corporate Internal Communications Plan.

In order to assist L1's, Commands, units and teams with the varying communication needs, Internal Communications developed this Communications Toolkit and a Supervisors Toolkit to help support the overall efforts in sharing information on business resumption across the Defence Team. Products will aim to generate awareness around this new way of working and mitigate concerns and confusion among staff. This will be a gradual approach, and timelines may vary from unit-to-unit.

It is important to note that Public Health Measures (PHM) and advice are continuously evolving, thus the approach will be revisited on an ongoing basis to ensure proper compliance. This may impact the processes/advice/guidelines outlined in this toolkit and the

L0 Internal Communications Plan. Should individual requirements/responsibilities change, staff will be informed in a timely manner by their Chain of Command.

Key guiding documents for business resumption across DND/CAF will include:

- [Joint CDS/DM Directive for the Resumption of Activities \(May 22\)](#);
- [CDS Joint directive - DND/CAF COVID-19 public health measures and personal protection](#) (May 1); and
- L1 and local Business Resumption Plans

Notification to staff – General Information

Staff, whether returning to work or continuing to work remotely, will be advised of their situation through a meeting with their supervisor, which should then be followed by a written confirmation of next steps. This should include resources on where they can find more information (FAQs) and reiterate any direction related to PHMs and Personal Protective Equipment (PPE), if applicable.

NETWORK INFORMATION

Resumption of work – accessing the network

Access to DWAN

For now, bandwidth and number of access points is limited to essential work only. This will become less of an issue as people return to the workplace and are able to access DWAN directly.

Non-essential staff are required to work from Defence O365 until network accessed is once again permitted.

Defence O365

ADM(IM) is rolling out [Defence O365](#), a Microsoft Office 365 platform for the Defence Team. This platform will complement the existing T-DVPNI system to improve the remote work experience and enable all DND/CAF personnel to virtually connect with their teams from anywhere.

Defence O365 accounts have now been created for the entire Defence Team and L1s are now working to distribute account credentials to personnel to onboard to the platform. To date, over 20,000 personnel have been onboarded. Once users activate their account and log in, they will have access to a Sharepoint support site with self-guided training, resources and updates.

REFERENCE MATERIAL

For the most up-to-date information about Business Resumption, the following products should be consulted and monitored on a regular basis.

Defence Team

- [Defence Team – COVID-19 web site](#)
 - [Resuming work](#)
 - [Working Remotely section](#)
 - [DND/CAF COVID-19 Important Contacts](#)
 - [Ask anything: COVID-19 submission box](#)
- [The Maple Leaf](#)
- [Defence Team News](#)
- [DND/CAF social media accounts](#)
- [Getting Help page \(accessible from 365\)](#)

Directives

- [Joint CDS/DM Directive for the Resumption of Activities](#)
 - Occupational Health and Safety Conditions for Business Resumption
- DM\CDS Joint Directive – [DND\CAF COVID-19 Public Health Measures and Personal Protection](#)

Mental and Physical Health Resources

- [Defence Team COVID-19 – Mental Health and Wellness](#)
- [Lifespeak](#)
- [Employee Assistance Program](#)
- [Canadian Forces Member Assistance Program](#)
- [Health Canada Employee Assistance Services](#)
- [Mental health and COVID-19 for public servants: Protect your mental health](#)
- [Centre of Expertise on Mental Health in the Workplace](#)
- [Family and intimate partner violence](#)
- [Health Services](#)
- [Mental health in the Canadian Armed Forces](#)
- [Mental Health Resources](#)
- [Mental Health Services](#)

Other

- [CAF Medical Standards \(CFP 154\)](#)
- [Medical Assessments](#)
- [Chaplaincy](#)
- [The Guide to Benefits, Programs and Services for Serving and Former CAF members and their families](#)
- [Ombudsman](#)
- [CAFconnection.ca](#)
- [Family Information Line](#)
- [Military Family Resource Centres](#)
- [Military Family Services](#)

Questions and Answers

- [Frequently asked questions](#)
- [Defence 0356 Frequently Asked Questions](#)

Infographics

- **COVID-19 PPE and PHM**
 - Details on frequent hand washing, physical distancing, cough etiquette, routine cleaning;
 - For additional training information on the proper use of PHM and PPE, visit the Canadian Forces Health Services Training Centre: www.cfhstc.ca;
 - For additional information on the CDS/DM Directive on the use of PHM and PPE: [DND/CAF COVID-19 Public Health Measures and Personal Protective Equipment](#)
- **Decision Guide for Ergonomic/Support Equipment for Telework**

HR Go HR App Managing and Working remotely

- Job Aids: Virtual Teams, COVID-19, and Mental Health Resources for Managers
- Mental Health First Aid COVID-19 – Self-Care & Resilience Guide
- Update from the Office of the Chief Human Resources Officer (OCHRO) – Ergonomic or Support Equipment for Telework
- Frequently Asked Questions – 2019 COVID-19

CAF mobile application:

- *Apple/Android* OCHRO messages
- DM/VCDS messages

Guides

- [DND/CAF Security Guide for Teleworking during the COVID-19 Response](#)
- [Defence O365 Support site](#) (only available to onboarded users once logged in)
- [Mental Health First Aid COVID-19 Self-Care & Resilience Guide](#)
- [COVID-19: Working Remotely – Tips for Team Members](#)

Human Resources

- If you have HR related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place.

Additional Resources (TBS)

Designs and recommendations for use by real property and facilities OPIs.

- [Signage: Policy guidance/technical specifications for directional signage about mandatory health procedures and measures](#)

A common look and feel adapted from the design developed by HC/PHAC (for example, colour palette, typography, etc.), supported by a series of templates

- [Brand: Style Guide for Internal Communications Products](#)

Protocol outlining roles of HC, PSPC, SSC and TBS.

- [Media Relations Protocol](#)

ANNEXES

Annex A: Template messages

The text below provides a templated message that can be used/adapted to communicate information to staff about the resumption of business, and its impact on each L1/Command.

Please modify as required.

Update on overall business resumption - for L1 heads to communicate to all staff

To: L1/Command staff

From: L1s/Commands

Subject: [insert L1] update for business resumption / Mise à jour de [insérer le N1]
concernant la reprise des activités

Le français suit

Dear [insert L1],

As you will have read in the May 22 [Joint CDS/DM Directive for the Resumption of Activities](#), Defence is working towards resuming activities and the gradual return to the workplace following the displacement of COVID-19. The DM/CDS Directive outlines clear principles that will be used to guide business resumption over the next few months.

In preparing to resume our normal business and deliver on our mission, Defence has been working hard to ensure that strict Health & Safety guidelines are respected and in place at Defence establishments across the country before staff return to work.

Throughout this process, [Insert L1/Command] remains committed to keeping you informed and up-to-date on the status of our progress, along with guidance on:

- who will continue to work from home;
- what health and safety measures will be in place for those being reintroduced into the workplace;
- relevant information related to VPN access and access to GC networks;
- physical distancing in the workplace;
- cases of COVID-19 in the workplace;
- work refusals; and
- clarification on essential and critical staff, among others.

While the reality of each individual will vary over the business resumption transition, Defence at large continues to tailor its evolving response to COVID-19 in close consultation with the broader Government of Canada. Defence will prepare for the resumption of previously suspended activities in a progressive, deliberate and safe manner while ensuring the protection and wellness of all personnel. The Department will

maintain a sizable remote workforce and will fully equip those returning to the workplace with the proper protective gear. Activities will be conducted in a COVID-19+ environment for the foreseeable future. As things progress, we are committed to keeping [insert L1] informed.

[Insert local level specifics about where unit is at]

Supervisors are currently building tactical plans for the unit level and we encourage you to speak with your Chain of Command about what these developments mean for you and your team. As the gradual resumption and reintegration begins, [insert L1/Command] will likely be impacted in areas such as:

- [insert implications for your respective area e.g. approximate amount of staff returning, working remotely, functions that will be reintroduced immediately and those which will be reintroduced at a later date, etc.].

While Defence Team members adapt to this new way of working, we acknowledge that change can be difficult. It is natural to have questions, so I encourage you to access the many resources available to you including the [Defence Team – COVID-19 web site](#), [Resuming work, Working Remotely](#), and [COVID-19 – Mental Health and Wellness page](#). Most importantly -- have a conversation with your Chain of Command.

We are all navigating through this unprecedented period together and your patience and resilience is appreciated. We are in this together.

Thanks,
(Add signature)

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Cher [insérer le N1],

Comme vous l'aurez lu dans la [Directive commune du CEMD et de la SM pour la reprise des activités](#) du 22 mai, la Défense s'efforce de reprendre les activités et de retourner graduellement en milieu de travail à la suite du dérangement causé par la COVID-19. La Directive de la SM et du CEMD énonce des principes clairs qui serviront à orienter la reprise des activités au cours des prochains mois.

En se préparant à la reprise de ses activités habituelles et à l'exécution de sa mission, la Défense a travaillé fort pour veiller à ce que des lignes directrices strictes en matière de santé et de sécurité soient respectées et en place dans les établissements de défense de l'ensemble du pays, avant le retour au travail du personnel.

Tout au long de ce processus [insérer le N1/commandement] demeure déterminé à vous tenir informé et à jour sur l'état de nos progrès, tout en fournissant une orientation sur ce qui suit :

- Les personnes qui continueront de travailler à la maison;
- Les mesures de santé et de sécurité qui seront mises en place pour les personnes réintégrées en milieu de travail;



- L'information pertinente relative à l'accès au réseau privé virtuel (RPV) ainsi qu'aux réseaux du GC;
- L'éloignement sanitaire en milieu de travail;
- Les cas de COVID-19 en milieu de travail;
- Les refus de travailler;
- Des précisions sur le personnel essentiel et critique, entre autres.

Bien que la réalité de chaque personne puisse varier durant la transition vers la reprise des activités, la Défense dans son ensemble continue d'adapter sa réponse évolutive à la COVID-19 en étroite collaboration avec le gouvernement du Canada en général. La Défense se préparera à la reprise des activités suspendues précédemment, de manière progressive, délibérée et sécuritaire, tout en assurant la protection et le bien-être de tout le personnel. Le Ministère maintiendra une main-d'œuvre importante à distance et fournira l'équipement de protection adéquat aux personnes qui retournent en milieu de travail. Dans un avenir rapproché, les activités seront menées dans un environnement qui prend en compte la COVID-19. Nous nous engageons à tenir [insérer le N1] au courant à mesure que les choses progressent.

**[Insérer des précisions au niveau local sur le progrès actuel de l'unité]**

Les superviseurs élaborent actuellement des plans tactiques pour le niveau de l'unité et nous vous encourageons à vous adresser à votre chaîne de commandement concernant la signification de ces développements pour vous et votre équipe. Lorsque que la reprise et la réintégration graduelles commenceront, [insérer le N1/commandement] sera probablement touché dans des domaines tels que :

- [Insérer les implications pour votre secteur respectif, p. ex. le nombre approximatif de membres du personnel de retour au travail, le travail à distance, les fonctions qui seront reprises immédiatement et celles qui le seront à une date ultérieure, etc.].

Bien que les membres de l'Équipe de la Défense soient en mesure de s'adapter à cette nouvelle façon de travailler, nous reconnaissons que le changement peut être difficile. Il est naturel d'avoir des questions, et je vous encourage donc à accéder aux nombreuses ressources dont vous disposez, y compris le [site Web Équipe de la Défense – COVID-19, Retour au travail, Travail à distance](#), et la page [Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#). Plus important encore, discutez avec votre chaîne de commandement.

Nous naviguons tous ensemble dans cette période sans précédent, et votre patience et votre résilience sont appréciées. Nous sommes tous dans le même bateau.

Merci,  
(ajouter une signature)

## ***Management Conversations – for L1 heads to communicate with all staff on next steps***

**To:** L1 Defence Team members

**From:** L1 heads

**Subject:** [insert L1] Management Conversations – Return to work / Conversations relatives à la gestion de [insérer le N1] – retour au travail

*Le français suit*

Dear [insert L1],

Over the next several weeks, [insert L1] will be providing more direction and details on how—and when—our specific areas of operation will resume a more familiar state of business.

To inform the business resumption plans at the local/unit level, conversations with your management/supervisor will be taking place in the near future.

As a Defence Team member, your personal resumption-of-business timing will be influenced by a variety of factors, including (but not limited to):

- the type of work you do on the Defence Team;
- your work location's readiness to accommodate workers in a safe way;
- whether your work needs to happen on a DND/CAF premises, or whether remote work is possible;
- your health; and
- your personal situation, especially as it relates to COVID-19 related complications such as child care, caregiver responsibilities, and other matters that are beyond your control.

While the above are only *some* of the challenges that were raised through the Defence Team COVID-19 Survey, we encourage you to be open and honest about any other factors that may affect your return to work.

Please remember that your senior management team is here to support you during this unique and unprecedented time. As difficult and uncertain as it feels—you are not alone. As in all things with this Defence Team, we are in this together, and we will get through this together.

There are several resources available to you as a Defence Team member. If you are having a difficult time coping, or simply want more information on what's out there, visit the [Defence Team – COVID-19 web site](#) or the [COVID-19 – Mental Health and Wellness page](#). Be sure to also have ongoing and frank conversations with your supervisor or someone within the Chain of Command – they are here to support you throughout this transition.

Thank you,  
(Add signature)

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Cher [insérer le N1],

Au cours des prochaines semaines, [insérer le N1] fournira des directives et des détails sur la façon dont nos zones d'opération particulières reprendront leurs activités de manière plus habituelle.

Afin d'informer les plans de reprise des activités au niveau local ou de l'unité, des conversations avec votre superviseur(e) auront lieu dans un avenir rapproché.

En tant que membre de l'Équipe de la Défense, votre date personnelle de reprise des activités dépendra de divers facteurs, y compris (sans s'y limiter) :

- Le type de travail que vous faites dans l'Équipe de la Défense;
- La possibilité pour votre lieu de travail d'accueillir les travailleurs de façon sécuritaire;
- Si votre travail doit se dérouler dans les locaux du MDN et des FAC, ou si le travail à distance est possible;
- Votre santé;
- Votre situation personnelle, en particulier en ce qui a trait aux complexités liées à la COVID-19, comme les services de garde, les responsabilités des aidants naturels et d'autres questions qui échappent à votre contrôle.

Bien que ce qui précède ne présente que *quelques-uns* des défis qui ont été relevés dans le cadre du sondage sur la COVID-19 de l'Équipe de la Défense, nous vous encourageons à être ouverts et honnêtes au sujet de tout autre facteur qui pourrait avoir une incidence sur votre retour au travail.

N'oubliez pas que votre équipe de haute direction est là pour vous soutenir durant ce temps unique et sans précédent. Aussi difficile et incertain que la situation puisse paraître, vous n'êtes pas seul. Comme pour tout ce qui concerne cette Équipe de la Défense, nous vivons tous la même situation, et nous allons la traverser ensemble.

Plusieurs ressources sont disponibles pour vous en tant que membre de l'Équipe de la Défense. Si vous éprouvez des difficultés à faire face à la situation, ou si vous souhaitez simplement obtenir de plus amples renseignements sur ce qui se passe, visitez le [site Web Équipe de la Défense – COVID-19](#) ou la [page COVID-19 – santé mentale et mieux-être](#). Assurez-vous également d'avoir des conversations franches et continues avec votre superviseur(e) ou une personne de la chaîne de commandement – ces personnes sont là pour vous appuyer tout au long de cette transition.

Merci,
(ajouter une signature)

Message to staff on compliance with PPE and PHM, physical distancing, etc.

To: Unit level personnel returning to the workplace

From: L1s/Commands

Subject: Returning to the workplace – Important Information / Retour au milieu de travail – renseignements importants

Le français suit

Dear [insert L1],

With DND/CAF's Business Resumption moving forward, it is important that we highlight key information and responsibilities regarding the return to the workplace and safely resuming activities.

[Insert specific L1 messaging re: expectation of staff returning to full work hours or partial duties. This will be dependent on each L1 and Command and how their Business Resumption Planning occurs. Final plans will be communicated by supervisors to all staff at least 14 days in advance of resuming activities. Prior to returning to the work place, if you are displaying symptoms of COVID-19 or are feeling unwell, speak to your supervisor, but the expectation is that you will stay home or work from home. Once at the work place, if you are feeling unwell, advise your supervisor who will take the necessary steps to ensure your safety and that of your colleagues.]

Another important element of returning to the workplace includes adequately understanding the difference between Public Health Measures (PHM) and Personal Protective Equipment (PPE).

PHM includes:

- the use of non-medical masks (NMM);
- physical distancing of at least two metres;
- frequent hand washing for at least 20 seconds; and
- the use of hand sanitizer, disinfectant wipes and disposable gloves.

The use of PHM is doing your part to protect others and is strongly advised for use in public and/or when physical distancing cannot be maintained. This will be important when entering and fulfilling duties within the workplace.

PPE includes, but is not limited to:

- the use of medical masks, N95 masks, respirators, plastic face shields, medical gowns or Tyvek suits, and medical grade gloves.

PPE is intended to protect you from the coronavirus. PPE is not required in an office environment but is intended to be used by medical professionals. Other DND/CAF members and staff may require PPE due to the nature of their work (such as in a

laboratory) or where stipulated by legislation.

It is the responsibility of each L1/Command to identify the number of critical service staff who will require a NMM in each area. Strategic Joint Staff (SJS) will validate L1 requirements and will replenish NMM's as needed in coordination with CJOC and ADM(Mat). SJS will also be the point of contact for distributing NMM's to L1s and Commands.

If you are deemed a Defence Team member that is providing a critical service and must return to the workplace, a NMM will be provided to you by your management team prior to your return.

Another important piece of returning to the workplace is understanding social/physical distancing and other work place measures.

Upon your return, you will notice that all Defence Establishments have been - or are being - marked with one-way pathways and staircases, and elevators only to be used by individuals with limited mobility.

Hand sanitizer will be available at each entrance/exit and will be replenished when possible given the high demand for the product. More importantly, staff are encouraged to frequently wash their hands with soap and water for at least twenty seconds, as this is the most effective way to sanitize hands.

Direction on how cubicles can and should be occupied to maintain distancing has been received and you may notice some differences in how to access and use communal spaces. For example, you will see that washrooms, for the most part, will be single occupancy.

As a Defence Team member, you are encouraged to continue to talk to your supervisor if there is a periodic or ongoing requirement for you to work from home due to COVID-19 related reasons (i.e. child care, elder care, symptoms, etc.).

In accordance with direction from the Office of the Chief Human Resources Officer (OCHRO), Leave With Pay for Other Reasons (code 699) will apply in COVID-specific situations, as circumstances that prevent staff from reporting to work are not directly attributable to them. This special leave provision will be re-evaluated in late June, in accordance with public health advisories and central agency guidance.

As a Defence Team member, you can request leave with pay for other reasons if:

- a) You are a member of the vulnerable population;
- b) You live with/care for a member of the vulnerable population;
- c) You are experiencing child care challenges;
- d) You are ready and able to work but their duties do not lend themselves to working remotely;
- e) You have been diagnosed with or have a presumed case of Covid-19.

We expect that staff will continue to adopt a good faith approach in using this leave, keeping in mind their important roles in providing services to the Defence Team.

If you have any outstanding questions surrounding the return to the workplace, please speak with your supervisor or manager, consult the Resuming work page, the DM\CDS Joint Directive – [DND\CAF COVID-19 Public Health Measures and Personal Protection](#), the [Frequently asked questions](#) or the [Ask anything: COVID-19 submission box](#). For all remaining questions or concerns, please feel free to reach out to your supervisor at any time.

As public health advice is updated and local conditions change additional information will be made available through the department websites, Defence Team News, and through regular communications from your chain of command, manager and supervisor.

Thanks,
(Add signature)

[insérer N1],

Alors que le MDN et les FAC vont de l'avant avec la reprise des activités, il est primordial pour nous de souligner les responsabilités et renseignements clés relativement au retour au travail et à la reprise sécuritaire des activités.

[Insérer le message propre à l'organisation de N1 concernant les attentes des membres du personnel qui retournent au régime à temps plein ou reprennent en partie leurs fonctions. Le message variera en fonction de chaque N1/commandements et selon la façon dont la planification de la reprise des activités se fera. Les superviseurs diffuseront les plans définitifs à l'ensemble du personnel au moins 14 jours avant la reprise des activités. Avant de retourner au milieu de travail, si vous manifestez des symptômes associés à la COVID-19 ou si vous ne vous sentez pas bien, parlez-en à votre superviseur(e). On s'attendra toutefois à ce que vous restiez à la maison ou travailliez à domicile. Si vous êtes déjà sur place et que vous ne vous sentez pas bien, signalez-le à votre superviseur(e) qui prendra les mesures nécessaires pour veiller à votre sécurité et à celle de vos collègues.]

Un autre élément important du retour au milieu de travail, c'est le fait de bien comprendre la distinction à faire entre les mesures de santé publique (MSP) et l'équipement de protection individuel (EPI).

Les **MSP** comprennent :

- le port de masques non médicaux (MNM);
- le maintien d'une distance physique d'au moins deux mètres;
- le lavage fréquent des mains pendant au moins 20 secondes;
- l'utilisation d'un désinfectant pour les mains, de lingettes désinfectantes et de gants jetables.

En adoptant des MSP, vous contribuez à protéger les autres. Ces mesures sont fortement encouragées dans les endroits publics ou les endroits où il n'est pas

possible de maintenir une certaine distance physique. Il importera de prendre ces mesures au moment de rentrer en milieu de travail et d'y exercer vos fonctions.

L'**EPI** constitue, entre autres :

- les masques médicaux, les masques N95, les appareils respiratoires, les écrans faciaux en plastique, les blouses médicales ou combinaisons Tyvek et les gants médicaux.

L'EPI a pour objet de vous protéger contre le coronavirus. Bien qu'il ne soit pas exigé en milieu de travail, l'EPI est destiné à être utilisé par les professionnels de la santé. D'autres membres du personnel du MDN et des FAC pourraient avoir à utiliser de l'EPI en raison de la nature de leur travail (par exemple, dans un laboratoire) ou lorsque c'est stipulé par la loi.

Il incombe à chaque N1/commandement de cerner le nombre d'effectifs qui assurent un service essentiel et auront besoin d'un MNM dans chaque région. L'État-major interarmées stratégique (EMIS) validera les besoins des N1 et veillera à leur réapprovisionnement en MNM, le cas échéant, en coordination avec le COIC et le SMA(Mat). L'EMIS sera également le point de contact pour la distribution de MNM aux N1 et aux commandements.

Si vous êtes considéré comme un effectif assurant un service essentiel et que vous devez retourner au milieu de travail, votre équipe de gestion vous fournira un MNM avant votre retour.

Un autre élément important du retour au travail est la compréhension de l'éloignement social ou physique et d'autres mesures prises en milieu de travail.

À votre retour, vous remarquerez qu'à l'intérieur de tous les établissements de défense, on a désigné – ou on désignera – des voies et des escaliers à sens unique. De plus, seules les personnes à mobilité réduite pourront utiliser les ascenseurs.

Il y aura du désinfectant pour les mains à chaque entrée/sortie, et celui-ci sera remplacé dans la mesure du possible, compte tenu de la forte demande pour ce produit. Surtout, on encourage le personnel à se laver souvent les mains avec du savon et de l'eau pendant au moins 20 secondes, car il s'agit du moyen le plus efficace de se désinfecter les mains.

Nous avons reçu des directives sur la façon dont les bureaux à cloison peuvent et doivent être occupés de sorte à maintenir une certaine distance physique. Vous constaterez également des différences quant à l'accès aux aires communes et à leur utilisation. Par exemple, vous verrez que dans la plupart des cas, les toilettes ne peuvent désormais être occupées que par une seule personne à la fois.

En tant que membre de l'Équipe de la Défense, nous vous encourageons à continuer de parler à votre superviseur(e) si vous devez travailler à domicile à l'occasion ou de façon continue pour des raisons liées à la COVID-19 (p. ex., garde d'enfants, prestation de soins à une personne âgée, symptômes, etc.).

Conformément aux directives émises par le Bureau du dirigeant principal des ressources humaines (BDPRH), l'utilisation de congés payés pour d'autres motifs (code 699) s'appliquera dans les situations liées à la COVID-19, car dans certaines circonstances, les membres du personnel ne peuvent pas se présenter au travail pour des raisons qui ne leur sont pas attribuables directement. L'utilisation de ce congé spécial sera réévaluée vers la fin juin, conformément aux avis de la santé publique et aux directives des organismes centraux.

À titre de membre du personnel, vous pouvez demander un congé payé pour d'autres motifs si :

- f) vous appartenez à un groupe vulnérable de la population;
- g) vous vivez avec une personne ou prenez soin d'une personne qui appartient à un groupe vulnérable de la population;
- h) vous éprouvez des difficultés sur le plan de la garde d'enfants;
- i) vous êtes prêt à travailler et vous êtes en mesure de le faire, mais les fonctions liées à votre poste ne conviennent pas au travail à distance;
- j) vous avez reçu un diagnostic confirmé ou présumé de COVID-19.

Nous nous attendons à ce que le personnel continue de faire preuve de bonne foi au moment d'utiliser ce congé, tout en gardant à l'esprit le rôle important qu'il joue dans la prestation de services à l'Équipe de la Défense.

Si vous n'avez toujours pas obtenu une réponse à vos questions concernant le retour au travail, parlez-en à votre superviseur(e), consultez la page sur le retour au travail, la Directive conjointe de la SM et du CEMD – [Mesures de santé publique et de protection individuelle du MDN et des FAC contre la COVID-19](#), la [foire aux questions](#) ou le [site Demandez n'importe quoi – COVID-19](#). Pour toute autre question ou préoccupation, n'hésitez pas à communiquer avec votre superviseur(e) en tout temps.

Au fur et à mesure que les conseils en matière de santé publique sont mis à jour et que les situations locales changent, d'autres renseignements seront diffusés par l'intermédiaire des sites Web ministériels, des Nouvelles de l'Équipe de la Défense et de communications régulières de la part des chaînes de commandement et des superviseurs.

Merci,
(Ajouter le bloc-signature)

Annex B: Key messages

The following key messages can be modified/tailored for use by L1s in their communications activities.

Federal Government

GC messages

- Public health authorities have signaled that physical distancing requirements will remain in place. Many staff will find themselves working from home for some time to come.
- We will move cautiously as we consider when to increase access to worksites. Re-opening access to federal worksites will be gradual.
- Public servants have continued to deliver guidance, advice, programs and services to Canadians under exceptional and often stressful circumstances. We should all be proud of our very important role of public service to the country, including to keep Canada and Canadians safe.
- The health and safety of staff is paramount. We will be guided by the decisions of public health authorities, including Canada's Chief Public Health Officer, and the direction of provinces and territories. Planning will be based on government-wide guidance and take into consideration the local public health situation and the priority of the work.
- Organizations, working with their bargaining agents through workplace health and safety committees, will shape their specific plans based on these considerations.
- This is a moment of opportunity. Even as we return to fuller scale operations, those operations will look different than before. We have the chance to leverage lessons learned now to accelerate our efforts towards an ever more agile, equipped and inclusive public service.

National Defence specific:

General

- Faced with the novel coronavirus (COVID-19) spread, DND/CAF are taking unprecedented measures to protect the health and well-being of its members, based on best practices recommended by Canadian health authorities and the Canadian Forces Surgeon General.
- Adopting best practices is a matter of obligation for readiness, as the CAF and its members must be able to continue current operations, be ready for future operations and contingencies and for any unknown challenges they could face.

- DND/CAF will maintain essential core and administration activities to proceed with on-going operations, while taking all precautionary measures to avoid any illness or additional exposure to DND employees and CAF members, which includes standing down non-essential activities and travel bans outside Canada.
- DND/CAF asks their personnel to disclose their potential exposure to COVID-19. Anyone who develop flu-like symptoms within 14 days of travel to a country experiencing COVID-19 or come into contact with someone infected with the virus are asked to seek medical care promptly.

Resumption of Activities

- As the current situation continues to evolve, DND/CAF, in close coordination with other Government of Canada departments and agencies, is determining the best way forward to resume business activities for both military and civilian members. In the near term, a number of critical force generation activities related to training, recruitment, and administration will resume when it has been deemed safe and appropriate to proceed.
- The Defence Team will resume these activities in a progressive, deliberate, and safe manner, in order to ensure the ongoing and future operational effectiveness of the CAF while protecting the health, safety and overall wellness of our personnel. The department will continue to maintain and support a sizable remote workforce where possible and pragmatic to do so and will ensure that those who are not working remotely from home have access to a safe working environment at DND/CAF establishments.
- Defence O365 will provide a Protected A DND/CAF supported platform for the Defence Team to continue working and collaborating at this time.
- As business resumes, Defence Team members will be required to observe additional safety precautions to limit the likelihood of infection. For example, an extended teleworking posture whenever possible, maintaining physical distancing, and wearing non-medical masks or PPE.
- The health and safety of Defence Team members continues to be our top priority on an individual and collective level. The health status of Defence Team personnel and their dependents, as well as childcare requirements, access to public transport, and the availability of social and community services will be carefully considered. Similarly, we will continue to monitor public health conditions at a community level, and take quick action if required.

Second Wave

- Since the COVID-19 pandemic could last 18 months or longer, and there is a possibility that the virus will return in multiple waves before a vaccination and/or approved medications are available, senior leadership wants to reiterate to returning personnel that proper measures are in place to respond if/when required.

Ensuring workplace is safe for a physical return (e.g. COVID-19 testing, physical distancing, guidelines/requirements along with what actual changes to the building will

take place)

- Protocol and measures will be put in place to ensure that the workplace is equipped to properly support returning personnel and making sure the space is safe.
- [Require specific details of how workplace is responding to:]
 - open seating protocol;
 - plexiglass at commissionaire stations;
 - sanitizer availability and ordering;
 - reducing chairs in boardrooms for meetings;
 - kitchen protocols; and
 - marking floor spaces, among others.
- Staff returning to the workplace will not be automatically tested for COVID-19. However, any Defence Team member who is experiencing COVID-19 symptoms is encouraged to get tested, following the advice of their provincial and territorial health authorities.
- Should a staff member feel ill and be experiencing symptoms of COVID-19, they are asked to inform their supervisor, go/stay home, and contact local public health authorities. This will be supported by management across the Defence Team.
- Each supervisor will be responsible for ensuring that staff are abiding by physical distancing requirements and PPE and PHM guidance within the workplace.
- Upon your return, you will notice that all Defence Establishments have been - or are being - marked with one-way pathways and staircases, and elevators only to be used by individuals with limited mobility.
- Hand sanitizer will be available at each entrance/exit and will be replenished when possible given the high demand for the product. More importantly, staff are encouraged to frequently wash their hands with soap and water for at least twenty seconds, as this is the most effective way to sanitize hands.
- Direction on how cubicles can and should be occupied to maintain distancing has been received and you may notice some differences in how to access and use communal spaces. For example, you will see that washrooms, for the most part, will be single occupancy.
- As a Defence Team member, you are encouraged to continue to talk to your supervisor if there is a periodic or ongoing requirement for you to work from home due to COVID-19 related reasons (i.e. child care, elder care, symptoms, etc.).

Real property/building maintenance will work to ensure that the workplace is safe for a physical return to the workplace when the time comes through:

Preparation of Institutional Facilities:

- Defence will ensure all infrastructure is maintained and ready for the partial and full resumption of activities.

- In collaboration with the base and wings COs, Defence will prioritize the adaptations that may be essential to optimize facilities to continue to support CAF operations.
- Provide advice and prioritize support to L1s for enhanced cleaning of institutional facilities (dormitories, barracks, kitchens, training facilities, offices, warehouses, workshops, etc.) as required, to support a return to the place of work/training.
- Engage with L1s to ensure that facilities that may have been dormant or largely dormant are readied for occupation.

Ergonomic/Support Equipment for Telework

- The health and safety of all staff is the department's top priority. It is essential to properly equip Defence Team members during this time.
- To qualify for ergonomic support equipment from DND at home, specific criteria must be met, reviewed and approved by your supervisor.
- More information can be found [here](#).

PPE and PHM

- The health, safety and overall wellness of DND/CAF personnel, their families, and our Government of Canada (GC) partners and agencies is a high priority and is taken very seriously.
- DND/CAF, as responsible partners in the overall Government of Canada (GC) effort to combat novel coronavirus (COVID-19), have taken numerous precautions and implemented various measures to protect our personnel, while maintaining our readiness to assist the GC when requested to do so.
- Recognizing the enduring and evolving nature of this crisis, DND/CAF continues to provide updated direction and guidance to its personnel with respect to Public Health Measures (PHMs) and on the usage of Personal Protective Equipment (PPE).

Protective Measures

- The most effective measures to prevent the transmission of COVID-19 are preventive practices that we can all do—washing our hands, practicing respiratory etiquette, staying home when sick, and physical distancing at work, at home and in the community.
- It is critical that these measures continue, even as we shift through the next phases of this pandemic and gradually start to return to the workplace.
- Departments and agencies are planning for a return to the workplace, including ensuring that supervisors and staff have access to guidance and advice that will ensure a safe return.

- Direction and guidance has been provided to DND/CAF personnel with respect to mitigation measures as well as the wearing of PPE when potentially exposed to COVID-19. It is based on types of employment and potential risks associated with proximity and frequency of possible exposure.
- The best mitigation and preventive measures, emphasized by both the Surgeon General's staff and the Public Health Agency of Canada (PHAC), are physical distancing and frequent/thorough hand washing.
- What has changed, is our new normal. The easing of restrictions will occur gradually and at a different pace based on geography, function, physical space limitations, the availability of social infrastructure and individual circumstances.
- We will seek to leverage technology and new work arrangements to enable our team to maintain physical distancing measures where possible. This could mean maintaining telework arrangements, staggering shifts and reorganizing workspaces to ensure maximum distance between workers.
- Where work arrangements do not permit ideal public health measures (such as physical distancing), we will ensure that members are issued non-medical masks and or personal protective equipment, and receive training on their use.
- In all cases, we will continue to listen to our health experts, respect physical distancing requirements to the maximum extent possible, and take appropriate measures to provide a safe work environment.

Defence 0365

- [Defence 0365](#) account creation and onboarding of all personnel is a key objective for CAF/DND business resumption. This is the only DND/CAF supported alternative to T-DVPNI and will support teleworking and remote collaboration throughout this period.
- Support for T-DVPNI remote access is ongoing, but bandwidth and number of access points is limited for now to essential work only. This will become less of an issue as people return to the workplace and are able to access DWAN directly.

Wellness

- Please take care of your mental health. There are a number of resources available to you including [Lifespeak](#), [Employee Assistance Program](#), and [Canadian Forces Member Assistance Program](#). More can be found [here](#).
- Periods of change can be stressful and challenging. Members across the Defence Team demonstrated outstanding resilience and flexibility. Be sure to take care of yourself both mentally and physically during this transition period.

- Staying connected is important. Speak to supervisor if you have concerns or questions about returning to the workplace.
- The Defence Team is committed to supporting personnel through every step of the business resumption process. Staff are encouraged to leverage the mental and physical wellness resources that are available to them as a [CAF/DND] member. Remember, no individual should go through this alone. Each Defence Team member has an important role to play and we will get through this as one strong Defence Team.
- The Government of Canada is steadfast in its ongoing commitment to supporting public servants and their mental health, including when public health measures are eased up and we return back to a new way of working.

Mental Health – TBS

- The Coronavirus disease outbreak and the necessary public health measures to contain its spread can have a negative impact on the mental health of people and communities across Canada, including federal public servants and their families.
- The [Centre of Expertise on Mental Health in the Workplace](#) offers a dedicated online hub on COVID-19 and mental health for public servants, providing timely, curated resources, services and supports. It includes tips and tools on how to take care of your mental health during the coronavirus outbreak and where to get more help if needed.
- Short-term enhancements to the Public Service Health Care Plan have also been made to further support staff at this time. The requirement to have a prescription for psychological services is temporarily suspended, and the scope of qualifying mental health professionals expanded, until non-critical business is authorized to resume or as indicated otherwise.
- The Government of Canada is steadfast in its ongoing commitment to supporting public servants and their mental health, including when public health measures are eased up and we return back to a new way of working.

HR CIV

- For all your HR-related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363).
- Other important sources of information are the HR GO RH App. Please download the app from android and apple.
- Staying connected is important. Speak to supervisor if you have concerns or questions about returning to the workplace.
- Flexible work agreement can be made available to you and your supervisor if required to determine the best options for you.

- Have a discussion about desired business outcomes and how these can be achieved.
- Code 699 is being used out of compassion for those who have been diagnosed with COVID-19 or have a presumed case of COVID-19 (so they don't deplete their sick leave banks) or who need to care for children, parents or other members of the vulnerable population or those who are ready and available to work but their duties are non-critical and don't lend themselves well to remote work or who are experiencing child care challenges.

Questions and Concerns

- Defence Team members have the right to have concerns and ask questions during the Business Resumption Period. If your question has not already been answered on the [Frequently asked questions section](#), be sure to reach out to your Supervisor who are equipped to guide and support you. If that is not an option, you can submit your question through the [Ask anything: COVID-19 submission box](#).
- If you have HR related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place.

Business Resumption Narrative

- The Defence Team continues to tailor its evolving coronavirus (COVID-19) response in close consultation and coordination with other Government of Canada (GC) departments and agencies, while simultaneously preparing for subsequent phases of the pandemic.
- DND/CAF as well as many of our other GC counterparts have continued working through the initial phase of this crisis – and in some cases harder, and in a focused way in responding to COVID-19 pandemic.
- During the initial response of COVID-19, various activities had to be temporarily suspended/deferred as they were no longer safe nor practical to do so under the circumstances or that the resources allocated to those activities were urgently needed elsewhere as part of the COVID-19 pandemic response.
- As we transition into the next phase of the crisis, the Defence Team is preparing for the near-term resumption of a number of designated business activities across DND/CAF that were previously suspended/deferred. Specifically, a number of important activities related to training, recruitment and critical institutional support will resume on a limited basis when it has been deemed safe and appropriate to do so.
- Resumption of these activities is in response to the priorities set by the GC in response to the crisis while supporting ongoing recovery efforts and continuing to deliver on the DND mandate and related commitments as outlined in *Strong, Secure, Engaged* - Canada's Defence Policy.

- These activities will be conducted within the context of a persistent COVID-19+ environment for the foreseeable future as a treatment or a vaccine does not yet exist and our understanding of this disease and its strategic implications are still evolving.

Guiding documents

The Joint CDS/DM Directive for the Resumption of Activities

This joint DM-CDS Directive on Business Resumption Planning provides guiding principles on business resumption to L1s and does not tell Defence Team members when they will return to work. Specific tactical decisions will be made at a more local level. The directive does set the conditions that all return-to-work plans must follow.

The Joint CDS/DM Directive - DND/CAF COVID-19 Public Health Measures and Personal Protection

The joint DM-CDS Directive on Public Health Measures and Personal Protective Equipment outlines the different levels of health measures and personal protective equipment CAF/DND will use across Defence locations. It ensures consistent safety procedures across the entire Defence Team, as well as what staff can expect to have provided.

L1 Business Resumption Plans

Plans outlining more specific direction, guided by the two above-mentioned directives. Each L1/Command will issue these overarching plans that take into account factors specific to their areas of responsibility.

*No two L1/Command plans will be the same but most will be interconnected with other L1/Commands'. Some groups will employ a more consistent approach with the L0 strategy, whereas larger organizations will require details that will need to be customized to suit their organizational requirements. In many cases, a great deal of discretion will be given to the local commanders to communicate business resumption plans to their respective staff.

Local Business Resumption Plans


Local Business Resumption plans specific to individual teams and units will guide when and how Defence Team members will return to work. Before being implemented, discussions must take place between supervisors and each staff member. Supervisors must consult their business resumption plans with their Occupational Health and Safety representative prior to staff returning to work as well.

Annex C: Recommended ways to communicate


- ✓ Direct messages through Chain of Command;
- ✓ Supervisor/staff meetings;
- ✓ Team meetings (MS Teams on Defence O365, teleconference, in person (if required);
- ✓ Weekly team communiqués.


CIC supported tools (information targeted to all Defence Team members within L1's/Commands)

EMAIL TOOLS

	DEFENCE TEAM UPDATES – all-staff email
	Frequency: Weekly. Distribution: To approx. 125k Defence personnel on the DWAN.
	Submissions: Contact Internal Communications internes@forces.gc.ca no later than the Thursday prior to email delivery.*
	A Defence Team-wide email is sent <i>every Tuesday</i> to all members on the DWAN, which includes links to content posted on the intranet or Internet. Three spots are available for Feature content (imagery required).


VIDEO PRODUCTS

	DEFENCE TEAM NEWS
	Frequency: Weekly
	Submissions: Contact Internal Communications internes@forces.gc.ca * and CC Shelley Van Hoof at least 2 weeks prior to release.
	A weekly newscast hosted on the Defence Team intranet, Facebook, Twitter and YouTube to provide Defence Team members with an engaging way to learn about the news and programs that affect them.

	60 SECONDS WITH...
	Frequency: Regularly
	Submissions: Contact Internal Communications internes@forces.gc.ca * and CC Shelley Van Hoof .
	A spirited video series showcasing military and civilian leaders across Defence.

WEB TOOLS

	THE MAPLE LEAF
	Frequency: Weekly. Distribution: Housed on Canada.ca.
	Submissions: Send <u>fully translated and approved</u> content to Internal Communications internes@forces.gc.ca at least one month prior to the publication date.*

	<p>Content guidelines and publication dates: Visit the submission guidelines on Canada.ca for details.</p> <p>External newspaper published targeted to all Defence Team members.</p>
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<p>Defence Team – COVID-19</p> <p>The latest information and resources for military and civilian members of the Defence Team related to the rapidly evolving 2019 novel coronavirus (COVID-19) and the steps being taken to minimize the risk to our military and civilian members.</p> <p>Featured: Do you think you might have COVID-19? Use our self-assessment tool to find out what to do.</p> <p>Messages for the Defence Team</p> <p>Select a message</p> <p>Important contacts Phone and email contact information for both civilian employees and military members</p> <p>Family and intimate partner violence Staying home to help stop the spread of COVID-19 can cause stress, frustration and</p> <p>Coronavirus disease (COVID-19) Get updates on COVID-19 from the Government of Canada</p> <p>Information for Government of Canada employees Advice, messages and FAQs for</p> <p>Twitter by @ForcesCanada @ForcesCanada Recruitment is still live! We encourage new applicants and former service members to apply at forcescanada.gc.ca</p> <p>COVID-19 Please note that due to the current situation related to COVID-19, we processes have a longer than normal JCRCF processing time.</p>	<p><u>DEFENCE TEAM COVID-19 PAGE</u></p> <p>Frequency: Changed as required</p> <p>Submissions: Contact Internal Communications internes@forces.gc.ca for details.*</p> <p>Web page targeted to all Defence Team members including the latest information and resources for military and civilian members.</p>
<p>Defence Team COVID-19 - Working remotely</p> <p>The Defence Team is facing new ways of working during the COVID-19 Pandemic. A variety of tools, resources, and information are available for civilian employees, managers, and members of the military. New processes, products, and guidelines are being established to help all members of the Defence Team connect with their colleagues during this challenging time.</p> <p>On this page</p> <ul style="list-style-type: none"> General information Information for civilian employees Digital learning Defence Cases <p>General info</p> <ul style="list-style-type: none"> SHO/CAT Security Guide for Teleworking during the COVID-19 Response 	<p><u>DEFENCE TEAM COVID-19 WORKING REMOTELY PAGE</u></p> <p>Frequency: Changed as required</p> <p>Submissions: Contact Internal Communications internes@forces.gc.ca for details.*</p> <p>Web page targeted to all Defence Team members with information regarding new ways of working during the COVID-19 pandemic.</p>

Guidelines and Submission Deadlines

Guidelines and submission deadlines (where required) for all tools and products can be found at the links listed above.

Contact Us:

To access any of these internal communications platforms, please contact Corporate Internal Communications by email at [Internal Communications internes@forces.gc.ca](mailto:internes@forces.gc.ca). **Please include the product name in the Subject line.**

Annex D: Supervisors Toolkit

Access the COVID-19 Business Resumption – [Supervisors' Communications Toolkit here](#) which outlines resources, key messages, guidance, speaking points, among other ways to support Defence Team members through the Business Resumption planning process.

Annex E – Best Practices for Online Engagements

Leveraging Communication and Collaboration Tools

Defence Team members are having to find new ways to stay connected with their colleagues and teams while working remotely in the face of the COVID-19 pandemic.

To facilitate better communication and increased collaboration when traditional face-to-face meetings and conversations may not be possible, the use of publicly available platforms are being explored to remain in contact with teams regardless of whether they are working in the office or from their home.

Organizations across Defence are strongly encouraged to explore the depth and breadth of MS Teams as Office 365 - a cloud-based MS suite of tools – that will soon be accessible across DND with the rollout of [Defence O365](#). Make sure you familiarize yourself with Office 365 to develop skills and get comfortable with new and effective ways of staying connected throughout the organization.

While MS Teams and Defence O365 are the preferred and only departmentally approved/accessible platforms, not all staff have transitioned over. Additional options are listed and can be leveraged in the event that Defence O365 is experiencing technical difficulties/challenges and the engagement/meeting must proceed. It is best practice to only share unclassified information on these applications even though both Zoom and Webex have security measures in place.

Popular web applications:

- MS Teams (part of [Defence O365](#)),
- [Google Hangouts](#),
- [Slack](#)
- [WhatsApp](#)
- [FaceTime](#)

Choosing the Right Application

Accessibility Considerations

- Consider who the participating audience is and what they will have access to
- Be mindful that some staff may have limited Internet access or connectivity as well as minimal experience using these tools
- Consider the privacy of staff, as some may have concerns about the use of personal devices or public services, or sharing personal contact information
- Consider trying a few tools to find what works best for the whole team, and make sure everyone can participate and has the opportunity to learn

- Determine what accessibility requirements are needed

Microsoft Teams

- Considerations – all personnel will need to be onboarded to use Office 365. For more information, consult the Defence 0365 page [here](#).
- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, file sharing and calendar sharing available. Pretty sure closed captioning is available too.

With any web meeting application, familiarize yourself with the following commands:

- Start/end the meeting
- Invite/remove participants
- Share your camera video
- Mute/unmute microphone and participants' microphones
- Share files
- Share your desktop/screen
- Share presenting privileges with other presenters
- Record the meeting
- Send and read chat messages

Technical Requirements and Equipment

Always test all technical requirements and equipment in advance to avoid any hiccups the day of.

Technical requirements

- Stable and reliable Internet connection
- Audio (computer speakers, microphone, telephone, etc.)
- Webcam

Technical considerations

- Dependant on the web meeting application, you may need to download software, or purchase a corporate account for access to more functionalities
- Have a wired Internet connection option as backup
- Presenters can consider using a microphone for better sound (headset, clip-on, desktop mic)
- Include dial-in info for participants who cannot connect with audio through the internet
- Decide how media will be displayed (and test it in advance) – share your screen/desktop, or import presentation directly into the web meeting application

Keep Participants Informed

Share all necessary information and documents to participants in advance so that they can prepare.

Ask participants to try technology in advance

- Send log-in information a few days in advance so participants can test it out (access codes, URLs, call-in numbers)
- Some web meeting applications may require an application download
- Ask participants to log in at least 15 minutes prior to the start of the meeting to test connectivity

Virtual meeting etiquette

- Let participants know how they will be able to make comments/ask questions during the meeting
- *For large scale meetings:* ask all participants to signal and wait a couple seconds before speaking to account for lagging time, and to state their name and institution each time they speak
- Remind participants to be on mute, have webcam on or off (depending on the meeting), limit background noise as much as possible

Contingency plan for potential technical issues

- Give participants an online and offline method to reach event organizers should there be any issues before and/or during the meeting
- Provide a backup plan – dial-in info for those who can't connect with audio through the internet, alternate date/time set for if the meeting fails

Designate a Facilitator/IT Support

Designate a facilitator to assist the presenter(s) by monitoring any chat questions or comments that come in, as to not disrupt the flow of the presentation.

For large-scale meetings, have IT support on hand to help with any technical problems that may arise.

It may be beneficial to designate a notetaker as well to take minutes/record the meeting so that information can be shared as a follow-up afterwards.

Engage your Audience

Find ways to engage your participants virtually. Include visuals for presentations, if possible.

Presentations

- Keep segments short to keep participants interested
- Include a visual aspect for all presentations (speaking on camera, powerpoint, etc.)
- Plan and practice how to smoothly transition between presenters

Give a voice to your online audience

- Prepare a shared space for people to engage like a chat or [slido](#) (most web meeting applications already have a chat function)
- Welcome audience interaction by asking participants questions, welcoming questions from participants, taking a live poll (all can be done with slido)
- Include interactive games/activities for participants

Maintaining focus and attention

- Although virtual, still give people breaks
- Video-conference meetings should move at a slightly slower pace than a typical meeting to account for 2-3 second delay for systems to communicate
- For presenters, make sure there are sufficient pauses

Post-meeting

Send participants any follow-up notes, presentations, and the link to the recording of the meeting.

Feedback

Seek feedback from participants on their virtual experience to learn for the next online engagement (consider using a survey for large groups).

Checklist for Organizing Online Engagements

Preparation	
	Choose web meeting application
	Prepare and test all necessary technical tools and requirements
	Establish presenters and presentation delivery
	Designate a facilitator, notetaker, and IT support
	Send agenda and all other relevant information to participants
	Conduct a mock meeting to ensure all presentations go as planned and transitions are smooth
During the meeting	
	Log in at least 15 minutes early
	Record meeting and take notes
	Monitor chat spaces/Slido
Post-meeting	
	Send follow-up documents and link to recording
	Seek feedback

Additional Resources

Popular web meeting applications

It is recommended to use MS teams however other applications are available if MS Teams is not.

- **Zoom**

- Considerations – access may be limited by your organization and may require use of personal devices, corporate account needed to host with greater functionalities such as having more participants, no meeting duration limit, etc. (free to join)

- **Webex**

- Considerations – similar to Zoom, see the comparisons between Zoom and Webex below

- **Google Hangouts**

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, and file sharing

- **Slack**

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, and file sharing

- **What's App**

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, and instant messaging

- **Facetime**

- Accessible using Apple products only
- Capabilities: Audio and video calls

With any web meeting application, familiarize yourself with the following commands:

- Start/end the meeting
- Invite/remove participants
- Share your camera video
- Mute/unmute microphone and participants' microphones
- Share files
- Share your desktop/screen
- Share presenting privileges with other presenters
- Record the meeting
- Send and read chat messages

Tips:

Canada School of Public Service Blog	My Best Advice on Virtual Facilitation
Slido	How to use Slido for remote meetings
Ten Tips for Hosting a Web Meeting	https://www.facultyfocus.com/articles/teaching-with-technology-articles/ten-tips-for-hosting-a-web-meeting/
Five Tips for Conducting a Virtual Meeting	https://www.inc.com/guides/2010/12/5-tips-for-conducting-a-virtual-meeting.html
20 Interactive Conference Ideas and Formats	https://www.eventbrite.co.uk/blog/formats-to-refresh-your-conference-ds00/
Virtual Icebreaker Ideas	https://www.conferencecalling.com/blog/conference-call-icebreakers
16 Secrets of Engaging Remote Meetings	https://miro.com/blog/engaging-remote-meetings/
Virtual Team Building	https://museumhack.com/virtual-team-building-for-remote-teams/
How to Make Video Calls More Fun	https://www.owllabs.com/blog/video-call-tips
Virtual Meeting Platforms – Research and Findings – Community of Federal Regulators	Platform Options - Research and Findings
Comparing Zoom and WebEx	Understanding the differences between Zoom vs. Webex Zoom vs. Webex: the Best Videoconferencing Apps Face Off on Features

Events and Conference Management Gestion d'événement et de conférences

	Defence 0365 (Teams)	WEBEX	Webcast	Videoconferen ce	Teleconferen ce	Zoom
# participants	10,000	200 Standard, up to 1000 with ECM's enterprise account	unlimited	25 via a Virtual Meeting Room (VMR), possibility up to 50 via a videoconferenc e bridge	250	100 Standar d, up to 1000 with ECM's busines s account
Audio	Yes	VIOP & Teleconferen ce	One way (Participan ts listening only)	Yes	Yes	Yes
Video	Yes	Up to standard definition (480p)	Up to full definition (1080p)	Up to full definition (1080p)	No	Up to High definitio n (720p)
Simultaneo us Interpretatio n	Limited to live event	Yes	Yes	Yes	Yes	Yes
Sign Language	No	Yes	Yes	Yes	No	Yes
CART	No	Yes	Yes	Yes	No	Yes
Screen Sharing	Yes	Yes	Yes	Yes	No	Yes
Share documents	Yes	Yes	Yes	No	No	Yes
Mobile access	Yes	Android and IOS	Android and IOS	Android and IOS	Android and IOS	Android and IOS
Government laptop access	No video access	Yes	Yes	Yes	No	Yes
Mute/unmut e your mic	Yes	Yes	Non- interactive	Yes	Yes	Yes
Chat	Yes	Yes	Email box	No	No	Yes
Browser	Yes	All	All	Access via VMR or Jabber	No	All

Events and Conference Management

Gestion d'événement et de conférences

In advance:

- Ensure presentations are videoconferencing friendly: Choose dark type on light backgrounds in large lettering. Limit the points on any one slide to six or fewer.
- Clothing: Avoid bright whites, small or pinstripe patterns in clothing, and bright jewelry.
- Adjust your camera so that everyone is in the frame: It's important to see each other.
- Prepare the room: Ensure window blinds are closed, lights are on and participants are seated close to each other to minimize camera movement.

During the meeting:

- Microphones are sensitive: Be mindful of your environment. Minimize background noise from papers and movement.
- Speak at a normal conversational volume: Speak clearly and in the direction of the screen. Ensure that your microphone is not obstructed. We highly recommend the use of headphone with integrated microphone.
- Keep electronic devices away from microphones and don't put the conference on hold.
- Make sure you can see and hear all the participants: Confirm that everyone can hear the discussion properly and encourage people to stay within their cameras view.

Annex F: COVID-19 training and courses

Mandatory course for managers of civilian employees: Establishing Effective Virtual Teams (X175) course offered through the Defence Learning Network

As per the recent [update from the Deputy Minister on Business Resumption Planning](#), all Defence Team managers who manage civilian staff must complete the Establishing Effective Virtual Teams (X175) course offered through the [Defence Learning Network](#) (DLN) via the Canada School of Public Service GCCampus web site.

This 30-minute course covers teamwork and team leadership when working in a virtual team as well as remote management and tactics for communication, assessment and meetings. In order to properly track completion rates by L1 organizations, please ensure to access the course through the DLN. All managers must complete the course no later than July 15, 2020.

Mandatory course for all personnel

The COVID-19 Awareness Course is now available on the Defence Learning Network (DLN). To access the DLN please visit the appropriate site based on your connection:

- DWAN/DVPNI: <http://dln-rad.mil.ca>
- Home Internet: <https://dln-rad.forces.gc.ca/login>

Once you have logged on, perform a 'catalogue search' for "COVID" and you will see the result "COVID-19 Awareness / Sensibilisation à COVID-19 MITE 122255". Choose it and click register.

The DLN Helpdesk is the single point of contact for DLN support including account issues, password resets and updates to email addresses.

The course should take between 60-90 minutes to complete.

Annex G: Checklists for staff

The following checklist should be referred to by personnel continuing remote work. These are key considerations for Defence Team members given that short term telework has now been extended to long(er) term for several staff. Individuals should be equipped with adequate equipment to properly perform their work and are encouraged have honest conversations with supervisors about their reality.

Provide these checklists to staff in your communications plan.

Checklist for staff continuing remote work

HR Checklist:

- ✓ Have a conversation with your Supervisor about your situation;
 - Discuss topics such as work availability if caring for dependents, access to child care, leave 699, mental health, etc.
 - Bring up any concerns/fears/skepticism you may have about continuing remote work;
 - Provide feedback on what you would like to see during the business resumption transition.
- ✓ If working remotely – engage with your supervisor about flexible work arrangement and ensure clear understanding of expectations and desired outcomes;
- ✓ Discuss IT/equipment requirements;
- ✓ Discuss ergonomic needs;
- ✓ Establish a regular schedule for bilateral-meetings with your Supervisor and/or team meetings;
- ✓ Inform team and clients of your working situation (when/if necessary);
- ✓ Consult the [Frequently asked questions](#) or reach out to your supervisor when unsure about process/details.
- ✓ If you have outstanding HR related questions, contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place.

IT Checklist:

- ✓ Check/confirm availability of Internet/telecommunications bandwidth from your home;
- ✓ Determine capacity to access critical systems of records and files – both unclassified and classified;
- ✓ Ensure that you have access to any digitally enabling tools and digital devices that are required to perform your work;
- ✓ Complete Onboarding to Defence O365 (unless working from DWAN);
- ✓ Complete Mandatory course for all personnel the COVID-19 Awareness (See Annex F).

The following checklist should be referred to by personnel returning to the workplace. These are key considerations for Defence Team members given that new physical measures and guidance will be put in place to curb the spread of COVID-19 in the workplace. It is important that individuals understand the new measures being implemented, and that they are provided with adequate PPE to safely perform their work.

Provide these checklists to staff in your communications plan.

Checklist for staff returning to the Office

- ✓ Have a conversation with your Supervisor and flag any concerns about returning to the workplace;
- ✓ Discuss requirements for properly onboarding (e.g. mandatory training/courses);
 - Complete Mandatory course for all personnel the COVID-19 Awareness (See Annex F).
- ✓ Confirm with your Supervisor that PHM and PPE requirements will be fulfilled upon return;
- ✓ Consult the [Frequently asked questions](#), reach out to your Supervisor, and/or submit questions/concerns through the “[Ask anything: COVID-19 submission box](#)”.

