COVID-19 Business Resumption – Supervisors' Communications Toolkit

Canada

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ABOUT THE TOOLKIT

This toolkit was developed to help Defence Team Supervisors prepare for the transition towards business resumption as per the Joint CDS/DM Directive for the Resumption of Activities, and to provide support in building their local level resumption plan, in response to COVID-19.

The success of this business resumption exercise is largely dependent on you, as leaders, to prepare ahead of time and ensure consistency for open communications with Defence Team members.

As outlined in the Deputy Minister's message published May 22, a one-size-fits-all approach to business resumption will not be possible. Managing business resumption will be challenging given that there will be a range of impacts to staff through all levels and across the organization.

Your role as a Supervisor/Manager is critical for ensuring transparency and open communication with your staff throughout each step of the process. This toolkit aims to provide you with resources and tools to be able to properly communicate with staff on the changes and next steps of returning to work (whether that means in the workplace or continuing telework). You are encouraged to engage with your Public Affairs and communications teams as well as HR Civ, CMP and your Occupational Health and Safety representatives for assistance. Be sure to also leverage national level information products captured in the toolkits found on the Defence Team COVID-19 web site and Department of National Defence (DND) and Canadian Armed Forces (CAF) social media accounts.

DEPARTMENTAL COMMUNICATIONS ROLLOUT

Communications Protocol for Senior Leaders

Supervisors will be responsible for communicating with Defence Team members on the next steps for business resumption and re-integration. Chain of Command will be the most effective form of communication during this process. When (if) possible, communicate to team members at the same time using established communications material.

Senior leaders will be expected to engage with unions and develop group and unit-specific messaging to ensure return-to-work plans are understood at all levels by their staff. To assist leadership in internal communications, a template email to staff and speaking points are annexed for your use in tailoring messaging to your individual situations.

It will be equally important that all staff receive the same information within the established timeframe to reduce anxiety, rumours and inaccurate information. It is important that everyone understands the decisions that are made, the rationale behind them, the implementation plan and their impacts. Communicating clearly, honestly and frequently will be key to a smooth

transition.

Throughout this process, communicate the facts honestly and with compassion. Listening to staff's concerns, situations and questions will be equally important. If you don't know the answer to their questions, commit to finding out and getting back to them. In many cases, staff will simply need to express their opinions and thoughts.

At a minimum, messages being sent to your teams should also be shared 24 hours in advance with your local union representative to make sure they are aware and able to assist in answering questions from their members/our staff.

Notification to staff – General Information

Staff, whether returning to the workplace or continuing to work remotely, will be advised of their situation through a meeting with you as their supervisor, which should then be followed by a written confirmation of next steps.

Management support to staff

As a manager or senior leader, and therefore a trusted source of information, staff are urged to come to you for advice and guidance. Given the case-by-case basis in which this process will be implemented, communications received through Chain of Command will be very important. Remember to reiterate this to staff with one-on-one meetings. Additionally, when you yourself may be in doubt or in need of further guidance/information, consult with your own Supervisor/Chain of Command, or Public Affairs/communication teams for advice.
Please leverage the resources below to support you with having conversations and managing transitions in times of change.

CHECKLISTS

The following checklists have been developed to assist you in preparing yourself and your team for any transition ahead.

Readiness Checklist

> ✓ I have reviewed the [Joint CDS/DM Directive for the Resumption of Activities](#) and am knowledgeable about the content and options available to my team/staff and the direction and orders issued by my chain of command and supervisors.
>
> ✓ I have reviewed the DM/CDS Joint Directive - [DND\CAF COVID-19 Public Health Measures and Personal Protection](#) and am knowledgeable about the content and options available to my team/staff.

- ✓ I manage civilian staff and have completed the Establishing Effective Virtual Teams (X175) course offered through the Defence Learning Network mandatory courses for managers (see Annex H)

- ✓ I have identified clear expectations and desired business outcomes with my team and established a Flexible work arrangement.

  - o For additional training information on the proper use of Public Health Measures and Personal Protective Equipment (PPE), please visit the Canadian Forces Health Services Training Centre: www.cfhstc.ca

- ✓ I have consulted with [insert key programs/players]

- ✓ I have read the general speaking points and I understand them

- ✓ I have consulted resources available to optimize virtual meetings

- ✓ I have anticipated the questions my team will ask and have prepared group-specific messages regarding the impacts

- ✓ I've let my team know that I am available to them and will support them throughout the change

- ✓ I have provided resources/tools to my team/staff to support their individual circumstances

- ✓ I have consulted with my communications staff to discuss internal communications

- ✓ I have consulted the Frequently asked questions

- ✓ I have conducted a Gender Based Analysis Plus assessment of back to work plans

- ✓ I have tested the accuracy of assumptions with senior leaders before relaying resumption plans to staff

Business Resumption Checklist

- ✓ Identify which activities must be resumed at the workplace;

- ✓ Develop and practice strict adherence to Public Health Measures and Personal Protective Equipment (PHM/PPE)'s to ensure safe conduct and support to the conduct of those activities in the workplace;

- ✓ Have an open dialogue/conversation with staff about their unique situation(s) and challenges;

  - o If working remotely, discuss topics such as:

    - ▪ work availability;

    - ▪ leave 699;

    - ▪ mental health;

    - ▪ IT/equipment requirements;

    - ▪ flexible work arrangements/ergonomic needs; and

    - ▪ ensuring that there is an understanding of expectations and desired outcomes.

  - o Ask staff if they have any concerns/fears about their specific situation;

  - o Ask staff if they would like to provide any feedback about the business resumption process and what they would like to see;

  - o Discuss IT/equipment requirements;

  - o Establish a regular schedule for bilateral-meetings;

  - o Ensure that staff complete:

    - ▪ Defence O365 requirements and team members are onboarded;

    - ▪ Mandatory course for all personnel the COVID-19 Awareness (see Annex H);

- ✓ Familiarize yourself and provide staff with helpful resources including the Frequently asked questions , Resuming work page, among others.

- ✓ Ensure sufficient PHM and PPE's are available as needed;

- ✓ Inform returning staff and the remaining team on how the group is moving forward;

- ✓ Ensure Defence 0365 requirements are fulfilled and team members are onboarded;

Expectations about the Return to Work Resumption Checklist

The DM/CDS have outlined a number of overarching priorities and expectations for returning to an operational tempo while protecting the health and safety of the Defence Team. Be sure to follow the below direction:

DND staff's Return to Work direction ultimately comes from within National Defence and the Canadian Armed Forces. Those decisions are guided by Government of Canada actions. Given the large and complicated nature of DND as an organization, supervisors (and DND/CAF as a whole) must consider numerous unique factors.

- ✓ As a supervisor/manager, ensure that you do not assume or communicate to your staff about return dates or processes based on other federal departments (unless you have been given that direction from within DND).

Given the ranging circumstances from one individual to the next, the most effective method of communication is between staff and supervisors. Access the resources to support this process below (Annex A and B) and/or consult the meeting guide (Annex F).

Note, communications with staff should take place during normal working hours.

- ✓ As a supervisor/manager, be sure to talk to all of your staff before finalizing the back to work plan so that you are aware of each particular circumstance.
    - o Provide a copy of the checklist for safe and effective workplaces (to come).
- ✓ It is your responsibility to have conversations with each member of your team, to ensure that no member is missed.
- ✓ Key topics to discuss include:
    - o Whether the COVID-19 circumstances are impacting their ability to return to work.
    - o Whether staff feel comfortable to voice their concerns/ask their questions (this is integral).

As a Manager/Supervisor, it is your responsibility to develop local back-to-work plans. These **must** be built with input from **Health and Safety Wellness Committee** and **Safety Reps.** Access their contact information above.
- ✓ Reach out and consult with the Committee and Safety Reps.

Certain groups of people are disproportionately affected by pandemic conditions, particularly parents or caregivers with young or school-age children, or those

caring for ill or elderly relatives. Anyone unclear how to conduct this can reach out to the GBA+ team in Corporate Secretariat.

- ✓ As supervisors, you must conduct a Gender Based Analysis Plus assessment when building your back to work plan.

It is essential to avoid situations that result in communicating incorrect details on dates and processes:

- ✓ Supervisors should test the accuracy of their assumptions with their senior leaders before relaying their plans to staff.
- ✓ As a manager/supervisor, brief-up on your plans before they are implemented, both with your chain of command and with whomever is the ultimate authority for the site on which your staff work (i.e. base and wing commanders).

KEY MESSAGES/CONVERSATION POINTS

As per the Joint DM/CDS Directive for the Resumption of Activities, Defence Team members must be communicated with individually to establish an understanding of the impacts and mitigations necessary of a return to work and to outline the expectations for their return, the mandatory training required of them, and the PHM that are in place and with which they will abide.

As Supervisors, be sure to have an open dialogue and frank conversations with your staff about how they're feeling and their personal circumstances which may affect their work. Each individual will be dealing with a different reality and some may be impacted by (lack of) accessibility of social infrastructure e.g. the availability of day care, the reinstatement of the school year, the ability to leverage family care plans, public transportation, among others.

The following key messages can be used during team meetings/communications to discuss Business Resumption, and are being used in communication products that are shared across Defence:

Government of Canada messages

- Public health authorities have signaled that physical distancing requirements will remain in place. Many 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.

- The health and safety of federal public servants 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.

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.

Testing, ensuring staff respect measures, etc.
Key messages

- 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 manager, go/stay home, and contact local public health authorities. This will be supported by management across the Defence Team.

- Each supervisor, including myself, will be responsible for ensuring that staff are abiding by physical distancing requirements and PPE and PHM guidance within the workplace.

Alleviating fear, skepticism, and worry about return to workplace
Key messages
- Defence Team leadership understands the importance of supporting personnel through this change. For staff experiencing fear, skepticism or worry about returning to the workplace or continuing remote work, be sure that resources are being made available.

- Thank you to those who have completed the Defence Team COVID-19 Survey. While we continue to analyze the data in order to inform our actions in the Business

Resumption Process, your concerns on the challenges affecting return to work, including your health and personal situations will be heard.

- Please rest assured that no immediate cuts are anticipated as a result of COVID-19.

Reiterating measures in place for personal safety
Key messages
- The health, safety and overall wellness of you and your families is our top priority and is taken very seriously.

- Defence Team leadership has taken numerous precautions and implemented various measures to protect our personnel, while maintaining our readiness to assist the GC when requested to do so.

- Given the evolving nature of this crisis, DND/CAF will continue 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).

- 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.).

Management support
- As your Manager/Supervisor, I, along with our management team, will be here to support you throughout this business resumption process. We acknowledge that this is a difficult, uncertain and challenging time, but assure you that you are not alone. Our Defence Team is agile, resilient and most importantly, we are in this together.

Wellness
- The whole Defence senior management team is with you every step of the way during business resumption. You are encouraged to leverage the mental and physical wellness resources that are available to you as a military or civilian member. Refer to

the [Defence Team COVID-19 – Mental Health and Wellness.](#)

- Remember that you are not alone. Each of us has an important role to play and will get through this as one strong Defence Team.

- 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, I can provide direction or point you to Canada.ca for wellness resources.

- 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

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)

- [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.

Civilian only - *Continued support amidst diminished social infrastructure (child care, leave 699, public transportation, etc.)*

Key messages
- I acknowledge that some of you continue to be faced with challenges to manage work life balance such as child or family care, or other medical reasons. I support you if you need to take 699 leave or want to enter into a different work arrangement. Let's discuss and determine the best way forward.

- The Treasury Board Secretariat (TBS) will continue to provide guidance around 699 leave. It remains in effect at this time and will be re-evaluated by TBS in late June. I will keep our team informed on any further changes as we receive them.

- Broadly speaking, as child-care once again becomes safe and available, our general expectation is that those on "699 leave" will go back to working regular hours. That said,

every situation is different, and some can be complicated. There are other options such as flexible work arrangements that we can consider as well. Let's discuss the best approach to ensure we meet your needs and that we meet our team goals.

- I will be sharing additional details with our team in the coming weeks, and I expect that you may have many questions. As your manager, I will be your main point of contact for those questions and concerns. I hope that you will feel comfortable discussing any uncertainties you may have and know that I will support you through this. I encourage you to also consult the [Frequently asked questions](#), [Ask anything: COVID-19 submission box](#), and the many other resources available to you.

(Re)Onboarding (mandatory training and Defence 0365)

- As per the [Joint DM/CDS Directive for Business Resumption of Activities](#), all personnel must have proper onboarding, whether virtual or otherwise. This should include re-onboarding for returning staff from remote work to the workplace.

- To ensure all Defence Team members are returning with an adequate understanding of the workplace requirements, you will be required to complete onboarding training for Defence O365 as well as the Establishing Effective Virtual Teams (X175) course (see Annex H).

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 and 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.

Resumption of Business 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.

GUIDING DOCUMENTS

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.

DND\CAF COVID-19 Public Health Measures and Personal Protection
The joint DM-CDS Directive on Public Health Measures and Personal Protection 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. One-on-one engagements are encouraged with direct reports as needed.

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 their staff. Supervisors must consult their business resumption plans with their Occupational Health and Safety representative prior to staff returning to work.

Key contacts

As /Supervisors, it is your responsibility to develop each unit level/L2 business resumption plan. During this process, the below contacts may be helpful to consult with:

Area	Contact	
Information Technology	**613-992-4000**	
Information Management/Defence 0365	Getting Help page (accessible once logged in)	
Occupational Health and Safety	OHSSecretariatSST@forces.gc.ca	
GBA+ team in Corporate Secretariat To assist supervisors in	http://admim-smagi.mil.ca/en/im-staff/gba-plus.page (Intranet)	

conducting a Gender Based Analysis Plus assessment of their back to work plans		
General Human Resources Labour Relations (leave, labour relations, compensation etc.)	Toll Free: HR Connect RH 1-833-RHR-MDND (1-833-747-6363) between 8:00 am and 4:00 pm Eastern Standard Time. Or via HR Connect RH (link accessible only on the National Defence network or download the HR Go RH App	

RESOURCES

To help accurately answer staff questions and/or concerns about DND/CAF's 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
- HR Go RH App

Directives
- May 22, 2020 Joint CDS/DM Directive for the Resumption of Activities
    - Occupational Health and Safety Conditions for Business Resumption
- May 1, 2020 DM\CDS Joint Directive – DND\CAF COVID-19 Public Health Measures and Personal Protection

Questions and Answers
- Frequently asked questions
- Defence O365 Frequently Asked Questions
- HR Go RH App
- HR Connect: 1-833-RHR-MDND (1-833-747-6363)

Guides
- DND/CAF Security Guide for Teleworking during the COVID-19 Response
- Defence O365 Support site (only available to onboarded users once logged in)

- The Defence Team guide for managing and working remotely
- April 23: Update from the Office of the Chief Human Resources Officer (OCHRO): The Defence Team's approach to ergonomic or support equipment for telework

Mental Health
- Resources for managers for mental health in the workplace
- Mental health and COVID-19 for public servants: Supporting staff and teams

Mental Health Commission of Canada
- Mental Health First Aid Guide for Managers
- Tips on talking to someone in crisis during COVID-19 (PDF)

Managing Change
- Helping Staff Manage Change
- COVID-19: Working Remotely – Tips for Team Leaders

ANNEXES

Annex A: Communication Templates

Military and civilian leaders (Chain of Command) are responsible for informing their staff on all relevant updates regarding this transition, ensuring staff are comfortable with the way forward, and that compliance with PPE and PHM is being met.

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

Please modify as required.

Message to staff returning to workplace - for supervisors to send to team-level staff

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To: Unit level staff
From: Managers/Supervisors
Subject: Update on Business Resumption – returning to workplace / Mise à jour sur la reprise des activités – retour en milieu de travail

Le français suit

Dear [staff member/team],

As you will have read in the Joint CDS/DM Directive for the Resumption of Activities, Defence is working towards resuming activities and the gradual return to the workplace, and/or remote work, as a result of the displacement caused by COVID-19.

For background, the rollout will be guided by the following directives and plans:

- o Joint DM/CDS Directive on Business Resumption Planning Directive (May 22)
- o Joint DM/CDS Directive - Public Health Measures and Personal Protection (May 1)
- o L1 Business Resumption Plans
- o Local Business Resumption Plans

As your direct Supervisor, I am reaching out to inform you that given your role [insert duties and why this decision was taken] you are requested to [insert resumption option e.g. returning to work part time/full time].

I understand that various factors may impact whether this decision will work for you and would like to set up a time to discuss further. Please respond at your earliest convenience so that we can coordinate a virtual meeting time.

Please note that our organization is taking Public Health Measures (PHM) and Personal Protective Equipment (PPE) practices very seriously to ensure that the workplace will be adequately equipped with the proper safety measures.

Personnel returning to the workplace will be trained on the use of non-medical masks/PPE, and will complete the Defence Learning Network (DLN) on-line training (DWAN/DVPNI: http://dln-rad.mil.ca / Home Internet: https://dln-rad.forces.gc.ca/login).

[Insert team/unit specific information here]

During times like these, it is natural and common to have questions and concerns. If you are feeling uncertain, stressed or simply would like to know more, you are encouraged to access the Defence Team COVID-19 – Mental Health and Wellness resources, the Frequently asked questions, leverage the Ask anything: COVID-19 submission box, HR Go RH App and CAF App, and most importantly, reach out to myself or someone within the Chain of Command.

We are all navigating through this unprecedented period together and we appreciate your patience and resilience at this time. No one is meant to go through this alone and each of us has the collective Defence Team to lean on for support.

Thanks,
(Add signature)

Bonjour,

Comme vous l'avez sans doute lu dans la Directive commune du CEMD et de la SM sur la reprise des activités, la Défense travaille à la reprise des activités et au retour progressif en milieu de travail ou au télétravail, dans un contexte de COVID-19.

À titre d'information, la mise en œuvre sera orientée par les directives et les plans suivants :

- o Directive commune du CEMD et de la SM sur la reprise des activités (22 mai 2020)
- o Directive conjointe du SM/CEMD – Mesures de santé publique et de protection individuelle (1er mai 2020)
- o Plans de reprise des activités de N1

o Plans de reprise des activités locales

En tant que votre superviseur(e) immédiat(e), je vous informe que, étant donné votre rôle [inscrire les fonctions et la raison pour laquelle cette décision a été prise], vous êtes prié(e) de [inscrire l'option de reprise, p. ex., retourner au travail à temps partiel/temps plein].

Je comprends que divers facteurs peuvent déterminer si cette décision vous convient et j'aimerais prévoir un moment pour en discuter davantage. Veuillez me répondre dans les plus brefs délais afin que nous puissions organiser une réunion virtuelle.

Veuillez noter que notre organisation prend très au sérieux les mesures de santé publique (MSP) et les pratiques en matière d'équipement de protection individuelle (EPI) afin de s'assurer que des mesures de sécurité adéquates sont prises en milieu de travail.

Les membres du personnel qui retournent en milieu de travail suivront une formation sur l'utilisation des masques non médicaux et l'EPI, ainsi qu'une formation en ligne sur le Réseau d'apprentissage de la Défense (RAD) (RED/IRPVD : http://dln-rad.mil.ca / Internet à la maison : https://dln-rad.forces.gc.ca/login).

[Insérer l'information propre à l'équipe/unité]

Durant des périodes comme celles-ci, il est normal d'avoir des questions et des préoccupations. Si vous souffrez d'incertitude, de stress ou si vous souhaitez simplement en savoir davantage, nous vous encourageons à consulter l'une des ressources suivantes : page Web Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19; foire aux questions; formulaire Demandez n'importe quoi : COVID-19; applications HR Go RH et Forces canadiennes; surtout, communiquez avec moi ou quelqu'un de la chaîne de commandement.

Nous traversons tous ensemble cette période sans précédent et nous vous remercions votre patience et votre résilience. Personne ne devrait affronter cette épreuve seule et chacun d'entre nous peut compter sur le soutien de l'Équipe de la Défense.

Merci.
(Signature)

Message to staff continuing/beginning remote work – for supervisors to send to team-level staff

To: Unit level staff
From: Managers/Supervisors
Subject: Update on Business Resumption – remote work / Mise à jour sur la reprise des activités – télétravail

Le français suit

Dear [staff member/team],

As you will have read in the Joint CDS/DM Directive for the Resumption of Activities, Defence is working towards resuming activities and the gradual return to the workplace, and/or remote work, as a result of the displacement caused by COVID-19.

As your direct Supervisor, I am reaching out to inform you that given your role in [insert duties and why this decision was taken] you are requested to [continue/start remote work].

I understand that various factors may impact whether this decision will work for you and would like to set up a time to discuss further. Please respond at your earliest convenience to coordinate a virtual meeting time.

[Insert team/unit specific information here – what this means for us?]

I hope that you have been able to maintain positive mental and physical health during this time, and that you have adapted to working remotely. Please let me know if you have successfully been onboarded to Defence O365, if you have access to the proper ergonomic equipment, if meeting [insert amount of times] a week is conducive, and if I can help support you in any other way.

During times like these, it is natural and common to have questions and concerns. If you are feeling uncertain, stressed or simply would like to know more, you are encouraged to access the Defence Team COVID-19 – Mental Health and Wellness resources, the Frequently asked questions, leverage the Ask anything: COVID-19 submission box, HR Go RH App and CAF App, and most importantly, reach out to myself or someone within the Chain of Command.

We are all navigating through this unprecedented period together and we appreciate your patience and resilience at this time. No one is meant to go through this alone and each of us has the collective Defence Team to lean on for support.

Thanks,
(Add signature)

~~~~~
Bonjour,

Comme vous l'avez sans doute lu dans la [Directive commune du CEMD et de la SM sur la reprise des activités](#), la Défense travaille à la reprise des activités et au retour progressif en milieu de travail ou au télétravail, dans un contexte de COVID-19.

En tant que votre superviseur(e) immédiat(e), je vous informe que, étant donné votre rôle [inscrire les fonctions et la raison pour laquelle cette décision a été prise], vous êtes prié(e) de [travailler à distance].

Je comprends que divers facteurs éléments peuvent déterminer si cette décision vous convient et j'aimerais prévoir un moment pour en discuter davantage. Veuillez me répondre dans les plus brefs délais afin que nous puissions organiser une réunion virtuelle.

[Insérer l'information propre à l'équipe/unité – que signifie cela pour nous?]

J'espère que vous avez pu conserver une bonne santé mentale et physique au cours de cette période et que vous vous êtes adapté au travail à distance. Veuillez m'indiquer si vous avez réussi à utiliser l'outil Défense O365, si vous avez [l'équipement ergonomique](#) approprié, si la tenue de [insérer le nombre de fois] réunion(s) par semaine est propice et si je peux vous aider de toute autre manière.

Durant des périodes comme celles-ci, il est normal d'avoir des questions et des préoccupations. Si vous souffrez d'incertitude, de stress ou si vous souhaitez simplement en savoir davantage, nous vous encourageons à consulter l'une des ressources suivantes : page Web [Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#); [foire aux questions](#); formulaire [Demandez n'importe quoi : COVID-19](#); [applications HR Go RH](#) et [Forces canadiennes](#); surtout, communiquez avec moi ou quelqu'un de la chaîne de commandement.

Nous traversons tous ensemble cette période sans précédent et nous vous remercions votre patience et votre résilience. Personne ne devrait affronter cette épreuve seule et chacun d'entre nous peut compter sur le soutien de l'Équipe de la Défense.

Merci.
(Signature)

Message to staff on compliance with PPE and PHM

To: Unit level personnel returning to the workplace
From: Managers/Supervisors
Subject: Returning to the workplace – adherence to PHM and PPE / Retour en milieu de travail – respect des directives concernant les MSP et l'EPI

Le français suit

Dear [staff member/team],

First and foremost, I want to thank you for your ongoing patience during this time of unprecedented change.

As DND/CAF Business Resumption moves forward, I am reaching out to follow-up on your return to work and what this means for you. It is the responsibility of the organization, and myself as your supervisor, to equip you with the necessary protective equipment for you and your colleagues to safely enter the workplace.

As such, you are asked to please follow the following guidelines on Public Health Measures (PHM) and Personal Protective Equipment (PPE). [Insert messaging on what exact guidelines will be outlined for this process including details on where to access masks, etc.]

If you have any outstanding questions surrounding PHM and PPE's or simply about returning to the workplace, please consult the Resuming work page, the DM\CDS Joint Directive – DND\CAF COVID-19 Public Health Measures and Personal Protection, consult the Frequently asked questions or the Ask anything: COVID-19 submission box. For all remaining questions or concerns, please feel free to reach out at any time.

Thanks,
(Add signature)

~~~

Bonjour,

Tout d'abord, je tiens à vous remercier de votre patience au cours de cette période de changement sans précédent.

Alors que la reprise des activités du MDN et des FAC va de l'avant, je communique avec vous pour assurer le suivi de votre retour au travail et savoir ce que cela signifie pour vous. Il est de la responsabilité de l'organisation, et de moi-même en tant que superviseur(e), de vous fournir l'équipement de protection

nécessaire pour que vous et vos collègues puissiez entrer en toute sécurité dans votre lieu de travail.

Ainsi, vous êtes prié(e) de respecter les directives concernant les mesures de santé publique (MSP) et l'équipement de protection individuelle (EPI). [Insérer un message indiquant les lignes directrices exactes qui seront définies pour ce processus, y compris des renseignements sur les endroits où les masques sont disponibles, etc.]

Si vous avez des questions concernant les MSP, l'EPI ou le retour en milieu de travail, veuillez consulter l'une des ressources suivantes : page Web Retour au travail; la Directive conjointe du SM/CEMD – Mesures de santé publique et de protection individuelle du MDN et des FAC contre la COVID-19; foire aux questions; formulaire Demandez n'importe quoi : COVID-19. Pour toute autre question ou préoccupation, n'hésitez pas à communiquer avec moi en tout temps.

Merci.
(Signature)

Annex B: Speaking points

o DND/CAF is moving forward with Business Resumption Planning and resumption of activities. This means that some Defence Team members will continue working remotely, and some will return to a DND site.

o Over the next while, you will hear - and have access to - more information as each L1 plans and prepares for the resumption of a more familiar state of business. This will mean different things for each L1 down to each unit.

o The Defence Team is ensuring that the safety of all Defence Team members is being considered first and foremost. Adequate guidance and direction will be provided to you regarding Public Health Measures and Protective Personal Equipment in the workplace.

o I understand that each of you will have a different situation and this will be considered during the process of determining who returns to work. We understand there are many factors and challenges at play and no one scenario is the same – that is okay.

o The overall return to work will be guided by various directives and plans, with the understanding that a 'one-size-fits-all' approach will not work. As your supervisor, I am here to support you every step of the way. I hope that you will feel comfortable to discuss any challenges you may be facing regarding the return to work to ensure our unit level plan is reflective of our reality.

o The guiding documents are as follows, and I encourage you to read more about them.

> o [Joint CDS/DM Directive for the Resumption of Activities](#)
>
> o [DND\CAF COVID-19 Public Health Measures and Personal Protection](#)
>
> o L1 Business Resumption Activities
>
> o Location Business Resumption Activities

o Change is difficult and I understand this may cause stress and anxiety for some of you. Please know that as your supervisor, I am here for you and will support you through the process of business resumption. I will continue to encourage an ongoing open dialogue and want you to be honest about any fears you may have.

o I hope you have taken the time to express your feedback and experience by completing the Defence Team COVID-19 Survey, which will help inform each L1's business resumption plan.

o I know the past few months have been challenging and may have caused disruptions in your life. I encourage you to be open with me about your situation, and about the factors that may be out of your control (e.g. minimal access to child care, dependents at home, etc.). How can I best support you in the next steps of (continuing remote work/returning to work)?

o [Insert team specific impacts here. What does this mean for us?]

Annex C – 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 - 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 0365 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 0365 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 0365. 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. Exploring options for closed captioning.

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), provide support if required
- 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 every 60-90 minutes
- 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	Videoconference	Teleconference	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 videoconference bridge	250	100 Standard, up to 1000 with ECM's business account
Audio	Yes	VIOP & Teleconference	One way (Participants 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 definition (720p)
Simultaneous Interpretation	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/unmute 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
Security	It is best practice to only share unclassified information on these applications.					

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 D – Tips for communicating with Staff

Many members are uncomfortable with major changes that affect the way they work, and have already been dealing with potential stressful situations as a result of COVID-19. Anxiety increases significantly when change takes place and staff are likely feeling varying levels of stress. Here are tips to help you talk to your staff about the changes.

1. **Reactions will vary.** Staff will either be optimistic and positive about the changes, pessimistic and skeptical, or somewhere in between. Be prepared to address and deal with varying reactions and allow staff to work through the situation at their own pace and in their own way. Your job is to provide the facts, respond to questions and provide information openly and honestly. Consider the particular circumstances and diverse perspectives of each individual.

2. **Be thorough in your communication**. Tell your staff why change/moving ahead is necessary and what the expected outcome will be. If you don't know the answer to a question, commit to finding out and getting back to your staff in a timely way.

3. **Be honest about the scope of change**. Don't try to cover up what may be perceived as bad news. Identify the obstacles your team will face and reassure them that you will help overcome them. Listen to your staff and each individual's circumstance.

4. **Announce the change in a timely way, and communicate often**. Don't wait until staff hear the news through the grapevine. Keep your staff updated and engaged. If there are significant impacts in your group, you may want to have daily or weekly meetings. Even if there is no new information, let staff know that there is nothing to report. This will reassure them that you haven't forgotten to update them.

5. **Be available for "digital" face-to-face sessions to answer questions and address concerns**. Listen carefully to staff concerns and discuss ways to resolve them. Some staff will simply need to vent or air their frustrations, especially related to health and safety concerns. Give them opportunities to express themselves in constructive and respectful ways.

6. **Communicate what's staying the same.** This is just as important as telling staff what is changing. Letting them know what isn't changing will help settle nervous staff and provide a sense of stability. Also let them know what support is out there for them to tap into. There are many resources that staff can leverage.

Annex E – Building credibility

Are you in touch with the concerns and needs of your staff? One of the most important factors in successful change communications is having a high level of trust between staff and their supervisors. Here are six tips for building your credibility:

1. Share information frequently:

Make a point of sharing information with staff so that they're aware of what's happening within the organization and the broad GC. Each individual is a potential ambassador for the organization and change initiative.

Make your team aware of news and updates through regular communication.

2. Be accessible to staff:

Top supervisors make sure that people within the organization see them as fellow colleagues. To be able to trust, colleagues need to feel some sense of what kind of people are leading the Defence Team. This cannot be done unless people have the opportunity to see the leaders themselves and interact with them.

Make yourself available staff. Have an open-door policy and engage with staff more readily. Have informal meetings with colleagues, or ad-hoc MS Team calls to show your staff you are around and available.

3. Don't be afraid to answer hard questions:

It is not enough to share information and be personally accessible. Leaders of the best workplaces understand the need to face difficult questions from staff and set up a variety of mechanisms to provide this opportunity. If leaders cannot provide an answer immediately, they should make certain that a timely response is provided. Leaders should make themselves available for genuine dialogue with staff, with the emphasis being on two-way communication.

Be prepared to listen to staff and to discuss issues in a polite and sensitive manner. Set up opportunities to make this happen; for example, digital 'town hall' meetings, or informal "digital" lunch meetings with select staff. Be sure to know their comfort zone e.g. Zoom, MS Teams versus a phone call.

4. Deliver on promises:

Closely related to credibility, are integrity and the ability to 'walk the talk'. People do not believe someone, no matter how well that person's communication skills, unless he or she follows through on promises. Trust will only follow if promises are met.

Make a list of every promise that is made and check that these are delivered. If a promise hasn't been delivered, find out why and inform people so they are kept aware of what's going on. Remember, people who are kept aware of events become more trusting.

5. Show recognition and appreciation:

To genuinely extend their trust, leaders should demonstrate to colleagues that they have their best interests at heart. Top employers make a special effort to say 'thank you' in a variety of ways to colleagues. Appreciated colleagues will tend to be happy colleagues. Be sure to highlight achievements and thank them while acknowledging the unique and unprecedented situation. Thank them for their resilience and ongoing patience.

If people do well, thank them; don't just assume that they know they are doing a good job!

6. Demonstrate personal concern and interest:

Leaders who show a sincere and genuine interest in their staff – as a person and not just as a colleague – will gain trust faster than those who do not. In particular, people are especially concerned with how they will be treated when faced with a personal matter or change– such as limited child care, a dependent at home, etc. The best supervisors find ways to show genuine concern and empathy in those circumstances. This will also directly impact whether the individual may be able to return to the workplace, and is a very important discussion to have.

Annex F – Tips for facilitating meetings

Given that some staff may need to be (re)engaged into the workforce, while others may have minimal changes to their workload, direct communication is key. While options for face-to-face communications is preferred, given the current posture, it is also limited. Do your research on your team's preference for meetings moving forward e.g. MS Teams, Zoom, teleconference, etc. In sensitive times like this, when staff are facing a change situation, you can facilitate a constructive conversation and help staff understand the changes by following the tips below. Be prepared. Understand the policy, local implications and other applicable materials so that you can respond to questions. When you don't know the answer, promise to find out and follow up.

1. Set objectives and manage expectations

The most powerful tool for setting the scope of a discussion is to explain objectives and manage expectations at the beginning of the session. Be clear about the objectives of the meeting and be sure to include what you will be talking about and what you won't be talking about. For instance, during a business plan discussion, you won't be talking about specific operational changes until later.

2. Explain the question and feedback process

Let your staff know up front how and when you would like questions to be asked. Explain that you will find the answers to questions that you can't answer right away, and deliver them back to staff within an established timeframe.

3. Avoid secrets, surprises, hype and empty promises

Staff appreciate candid communication. Yet sometimes in the early days of a change, communications are very restricted, and you may or may not be able to share all of the information.

Staff are often frustrated by the lack of information at the beginning, and typically feel that the leadership knows the answers, but just aren't sharing them. Anxiety and distrust can follow if you are not careful.

Therefore, be candid, and share what you do know if you are able to do so, and what you don't know. The purpose of your meeting is not to be able to provide answers to every question, but rather to provide the reasons for the change, the expected measures in place, the immediate impact on staff, what is expected of staff and when further information will be available. Asking for their patience and understanding through this period of uncertainty will help ease the tension.

4. Avoid defensiveness and acknowledge concerns

Try to avoid being defensive – not everyone will like or agree with these changes. Keep your tone light. Answer questions objectively with the information provided and record any valid discussion items that should be brought back to your supervisor. Show that you empathize with the situation and understand individual situations and its impacts.

5. Record the key points of the meeting

All feedback – whether it is positive or negative – is good feedback. It helps the leadership team to continuously improve approaches to communications. Recording your staff concerns, questions, any key themes and overall morale helps corporate communications monitor communications efforts. Sharing the outcomes of the meeting in writing with your staff will also make sure that nothing was misconstrued.

6. Be visible and credible

It is one thing to say that you are available for questions and discussion, and another to always have a virtual "closed door"/not allow space in your schedule for staff meetings. Try to be available and approachable for your staff. Reach out to them with team meetings, one-on-one conversations and regular e-mails that ask key questions and encourage their feedback.

Questions could be as simple as:

- How are you feeling about the process so far?
- What are your top three concerns as we start the change?
- Is there anything you'd like to talk about in our team meetings that we haven't covered – or talked enough about?
- Have you discovered anything about the change that you think would be interesting to our team?

7. Understand your staff's different needs

As a supervisor, it is your responsibility to be equipped to respond to and guide staff through different scenarios. Staff and personnel will all be experiencing different realities and working situations. Largely, staff will either be:

- On standby from home (urged to stay healthy);
- Coming into the workplace (returning from home or continuing workplace work);
- Beginning/continuing remote work.

It is essential to support staff within each scenario, and allow them to express any feelings of concern or feedback they have.

Meeting Guide

Determine a meeting schedule that fits the needs of your team (weekly, biweekly, etc.). For Defence Team members working remotely, look into digital platforms that could be leveraged to host your meetings (Microsoft Teams, Zoom, Teleconference, etc.).
To prepare for your meetings, complete the five sections below. Note that conversations and checklists will vary depending on the different realities of staff (staff remaining home on standby, staff transitioning from home to workplace or remaining at workplace, staff conducting full time remote work).

Current Situation

Using the DM/CDS business resumption directive and the DM's message of May 22 as a guide, explain in your own words the department (and L1/Commands) current situation. Talk about where we are now and what people are talking about at DND and in your group/command in the context of Business Resumption/COVID-19. In turn, ask the individual about their situation, and whether there are any social factors impacting their return to work/remote work/situation.

_____
_____
_____

1. **Priorities**
    Explain the government's priorities as well as those of the department (i.e. emphasis on PHM, PPE, physical distancing, workplace measures e.g. sanitizer stations, etc.), Business Resumption Plans, and how these relate to your group.

    _____
    _____
    _____

2. **Current Environment**
    Touch on the current environment in which we're operating. Talk about how these affect our way forward. Be honest that the current situation is continuously evolving, and there are processes in place to respond to any changes of the current posture.

    _____
    _____
    _____

3. **Tell the Story**
    Talk about the department's Business Resumption process, and what the outcomes are. What 3 things you'd like staff to take away or remember from this?

    _____
    _____
    _____

4. **What does it mean?**
   Define what the outcomes mean for your L1/Commands. What is the best strategy to return to a version of "business as usual?" What changes are expected/imminent? Are your staff directly or indirectly impacted? What's next?

   _____
   _____
   _____

Annex G – Tools for supporting staff

To help you manage and guide staff through this change management exercise, consult the many tools and resources available to you below.

Guidance and checklists
- o See checklists provided above.

Access to DWAN
- o 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.

- o 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.

L1s down to Base and Wings Power Users are responsible for sharing the credentials with users and support onboarding, which also depends upon L1 management engagement to make that happen.

Support for T-DVPNI remote access is ongoing, but is currently limited to essential work only. As a supervisor, please follow up with your team and ensure staff are able to access their account and have been properly onboarded.

Resources to discuss Defence O365
- Defence O365 section of Team COVID-19 - Working Remotely Page

- Defence O365 Landing Page and Support Site (available to onboarded users once logged in)

- ADM(IM) Defence O365 Message

- Defence O365 FAQs – Canada.ca

- DND/CAF Security Guide for Teleworking during the COVID-19 Response

Annex H: 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.