



National
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CHIEF PROFESSIONAL CONDUCT AND CULTURE (CPCC)

DIRECTOR GENERAL CONFLICT SOLUTIONS AND SERVICES (DGCSS)

Workplace Harassment and Violence Prevention (WHVP) Policy Manual

V3

Canada



Interpretations

Defence Team (Defence Team member)

For the purposes of this Policy Manual, this includes Public Service Employees of the Department of National Defence (DND) (this includes the Canadian Coast Guard [CCG]) as well as members of the Canadian Armed Forces (CAF). It does not include staff of the Canadian Forces Morale and Welfare Services (CFMWS).

Note: When an occurrence involves individuals from the Cadets and Junior Canadian Rangers Group (CJCR Gp), a case review may be required by the WHVP Center of Expertise (WHVP CoE) to determine whether the WHVP policy applies. This ensures correct assessment of employment status, workplace jurisdiction, and program eligibility.

Designated Recipient (DR)

A person designated to receive and respond to notices of occurrences and facilitate the WHVP process as per the regulations and DND/CAF policy.

Note: For DND/CAF purposes, designated recipients are only the centralized team of designated recipient established within this policy's functional authority.

DND/CAF

For the purposes of this Policy Manual, DND/CAF are the employers of the Defence Team (represented by the Chain of Command (CoC)/manager at the local level) as applicable.

Notice of Occurrence (NoO)

A complaint of an occurrence of harassment and violence in the workplace submitted verbally or in writing to the CoC/manager or to the DR.

Principal Party (PP)

A Defence Team member who is the object of an occurrence.

Responding Party (RP)

A person or persons who is alleged to have been responsible for the occurrence and is identified in the NoO.

Witness

A person who witnessed an occurrence or is informed of an occurrence by the PP or RP. A witness cannot be a support person to either party.

Executive Summary

Highlights:

- Purpose: Guidance on preventing and resolving workplace harassment and violence within DND/CAF.
- Scope: Applies to all Defence Team members
- Key Components: Prevent, Respond, Support.
- Roles:
 - WHVP CoE provides overall program oversight
 - NoOs are reported either to the centralized DR team or through the CoC/managers.
 - CoC/managers must receive and respond to NoO reported to them and are responsible for reporting all NoOs to the WHVP CoE. The WHVP CoE will provide support, guidance, and track the progress of each file.
 - DRs who manage NoOs reported to them will engage the appropriate CoC/manager to support resolution.
- Process: Submit NoO → Initial Review → Resolution Options (Negotiated Resolution, Conciliation/Alternative Dispute Resolution (ADR), WHVP Investigation) → File Closure.
- Resolution Time: The resolution process is to be completed within one year after the day on which the NoO was submitted.
- Training: Mandatory every 3 years; CoC/managers complete advanced modules.
- WHVP assessment: Mandatory to complete and review assessment every 3 years, updating preventive measures as needed
- Privacy: All records confidential; retained for 10 years.

Key Compliance Obligations

CoC/Managers:

- Complete WHVP training within 3 months of joining the DND/CAF and every 3 years.
- Conduct WHVP assessments every 3 years or after major changes.
- Respond to NoO within 7 days; initiate resolution within 45 days.
- Maintain confidentiality and secure records for 10 years.

Defence Team members:

- Complete WHVP training within 3 months of employment and every 3 years.
- Report occurrences promptly via NoO.
- Participate in resolution process respectfully.

Aussi disponible en français sous le titre : Manuel de la politique de prévention du harcèlement et de la violence dans le lieu de travail (PHVLT)

For more information, contact: WHVPCoE-PHVCE@forces.gc.ca

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Cat. No. D2-642/2025E-PDF (Electronic PDF, English)
ISBN 978-0-660-74207-6

Cat. No. D2-642/2025F-PDF (Electronic PDF, French)
ISBN 978-0-660-74208-3

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Part I- General Principles

Date of Issue: 2023-05-29

Date of Last Modification: 2026-02-20

Version: 3

Application

1. The Workplace Harassment and Violence Prevention (WHVP) Policy Manual must be applied in conjunction with Defence Administrative Order and Directive (DAOD) [5014-0, Workplace Harassment and Violence Prevention](#) which applies to the [Defence Team](#).

Notes:

- a. For incidents of Workplace Violence involving DND employees that occurred and were reported prior to January 1, 2021, seek guidance from [Directorate of General Safety](#).
- b. Complaints or incidents of workplace harassment involving only CAF members, formally submitted before March 1, 2025, will continue to be addressed under DAOD 5012-0. Starting March 1, 2025, all new reported occurrences, regardless of when they occurred, will be managed under [DAOD 5014-0](#) and this Policy Manual.

2. Workplace in this Policy Manual refers to: any place where a Defence Team member is engaged in work or in a work-related function or activity.

Notes:

- a. For Defence Team members, in Canada or abroad, workplace includes:
 - defence establishment (e.g. DND owned or leased buildings, facilities, and spaces, vehicles, aircraft, ships or other temporary structures, etc.)
 - living accommodations used for DND/CAF purposes
 - facilities hosting a conference, an information session or instruction and training when the attendance to those activities has been approved by DND/CAF; or
 - facilities hosting a work-related function, including a social one.
- b. Work includes:
 - being on travel status
 - working remotely including from home
 - using communication technologies, including social media platforms, that have a nexus to the workplace or employment conditions.

3. **Workplace harassment and violence is defined as:** “any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to a Defence Team member, including any prescribed action, conduct or comment”.

Note: “Prescribed action, conduct or comment” refers to actions, behaviours, or verbalizations that are specifically outlined as unacceptable and harmful in workplace policies or regulations. These actions are prohibited because they can reasonably be expected to cause offense, humiliation, or physical or psychological harm to a Defence Team member. This includes any behaviours based on the prohibited grounds of discrimination identified in the [Canadian Human Rights Act](#), which include race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered. For more examples of prescribed actions see the [Negative Behaviour Matrix](#).

Enquiries

4. For general information on the WHVP Program, please visit the [Workplace Harassment and Violence Prevention Program website](#).
5. For specific questions and information, contact the relevant resources below:
 - Recourse/complaint mechanisms or Alternative Dispute Resolution (ADR) services: Website - [Conflict and Complaint Management Services \(CCMS\)](#)
 - WHVP policy, procedures, and training: Email - WHVPCoE-PHVCE@forces.gc.ca
 - Submitting a NoO, after the CCMS consultation: Secure email inbox- DesignatedRecipientHVP-DestinataireDesignedelaPHV@forces.gc.ca or secure voicemail box at 1-833-451-1604
 - Assistance with Restorative Services (RS): Email - RestorativeServices-Demarchesreparatrices@forces.gc.ca

Purpose

6. The purpose of this Policy Manual is to provide information and instructions on:
 - a. the WHVP program, which places an emphasis on prevention and resolution, and
 - b. the steps that the CoC/manager must take when a workplace harassment and violence occur.

Policy Statement

7. The DND/CAF are committed to the to the protection of all Defence Team members against workplace harassment and violence. Prevention and resolution programs/practices aim to empower and support all, as well as foster a safe and respectful workplace.

Context

8. The WHVP Policy Manual and [DAOD 5014-0](#) were developed jointly with the National Health and Safety Policy Committee and are based on the *Work Place Harassment and Violence Prevention Regulations (SOR/2020-130)* (the Regulations) and the *Canada Labour Code Part II* (CLC Part II), which also includes discrimination and family violence. See the [Negative Behaviour Matrix](#) for examples under the spectrum of harassment and violence. In cases that involve alleged misconduct or conduct deficiencies see [Expected Behaviours, Conduct Deficiencies & Criminal Acts](#).
9. To support these changes, the DND/CAF established the WHVP Program, which includes a centralized Centre of Expertise (CoE) and a dedicated DR Unit to guide implementation and support Defence Team members in reporting occurrences. The WHVP framework is built around three core components:
 - a. preventing occurrences of workplace harassment and violence;
 - b. responding effectively to these occurrences when they do occur; and
 - c. supporting all parties involved- including Principal Party (PP), Responding Party (RP), witnesses, and CoC/managers through the resolution process.



10. The WHVP program focuses on prevention by using a multifaceted approach through training, and preventive measures fostered through the WHVP assessment and resolution of workplace harassment and violence occurrences.

11. The DND/CAF must protect the occupational health and safety of the Defence Team, and every member of the Defence Team has a role to play to prevent workplace harassment and violence. Workplace harassment and violence occurrences are to be addressed promptly, with sensitivity, with fairness, and with an emphasis on early, local and informal resolution, as appropriate. This requires proactive leadership for high readiness and high operational tempo units.

Roles and Responsibilities

The...

is/are responsible to ...

Chief Professional Conduct and Culture (CPCC)	• Act as the functional authority for the prevention of workplace harassment and violence. • Issue policies, instructions, directives, and guidelines concerning the prevention of workplace harassment and violence for Defence Team members. • Appoint a work unit as the DR.
Director General Conflict Solutions and Services (DGCSS)	• Establish Alternative Dispute Resolution (ADR) services and Restorative Services (RS) to support the WHVP resolution processes. • Establish, jointly with the National Health and Safety Policy Committee, a pool of qualified WHVP investigators.
Director of General Safety	• Oversee Workplace Violence Program incidents prior to January 1, 2021. • Oversee Occupational Health and Safety as it relates to Psychological Health & Safety that may cause workplace harassment and violence.
National Health and Safety Policy Committee (NHSPC)	• Act as the applicable partner providing recommendations to the functional authority on prevention of workplace harassment and violence by jointly developing the applicable policy and participating in joint reviews as required.

Chains of Command (CoC)/ Managers

Prevention

- Ensure workplace well-being by promoting and modelling the behaviours contained in the [DND and CF Code of Values and Ethics](#) and the [CAF Ethos: Trusted to Serve](#).
- Ensure that the WHVP Assessment and preventive measures are readily accessible to all Defence Team members in the workplace.
- Ensure that all Defence Team members are aware of their responsibilities outlined in this Policy Manual and [DAOD 5014-0](#).
- Promote the prevention of workplace harassment and violence in their organizations and implement [preventive measures](#) to minimize the risk of incidents occurring.
- Establish procedures to respond to emergencies related to workplace harassment and violence.
- Work jointly with Workplace Health and Safety Committees (WHSC)/ Health and Safety Representatives (HSR)/ Canadian Armed Forces Safety Committees (CAFSC), as applicable, to complete [WHVP Assessment](#) and to develop and monitor preventive measures as required by this Policy Manual.
- Correct behaviours in the workplace that are inconsistent with the organizations' values, ethics and expected behaviours.

Training

- Ensure that all Defence Team members within their area of responsibility take mandatory WHVP courses.

WHVP Process

- Advise the WHVP Centre of Expertise (WHVP CoE) within seven calendar days when a NoO is received within their area of responsibility.
- Respect the confidentiality of the information shared throughout the resolution process of an occurrence. The disclosure of information about the occurrence must be in keeping with the need-to-know principle.
- Make every reasonable effort to resolve an occurrence of workplace harassment and violence through [negotiated resolution](#) within 45 calendar days after the day on which the NoO is received.
- Implement [preventive measures](#) derived from negotiated resolution, conciliation, and investigations as well as any additional preventive measures warranted.
- Cooperate with an investigator and the investigation process.
- Refrain from [real or perceived retaliatory behaviour against](#) the PP, RP, witnesses and any other individuals involved in the resolution process of an occurrence.
- Support Defence Team members affected by workplace harassment and violence.

Designated Recipient (DR)- Centralized team of Designated Recipient established within this policy's functional authority.	• Respond to all NoO within seven calendar days of receiving the notice. • Ensure that the PP, RP and CoC/manager are aware of their rights and obligations in the resolution process. • Initiate negotiated resolution with the PP within 45 calendar days after the day on which the NoO is received. • Conduct a review of every NoO with the PP against the definition of workplace harassment and violence. • Make every reasonable effort to resolve an occurrence of workplace harassment and violence for which a NoO is submitted. • Give the PP and RP the option of voluntarily participating in conciliation/ADR and agree on the assigned facilitator. • Provide notice of investigation to the PP and RP if an investigation is requested by the PP. • Provide monthly status updates to the PP and RP on the status of the resolution process. • Recuse themselves from the process in the event of a conflict of interest.
Workplace Health and Safety Committees (WHSC)/ Health and Safety Representatives (HSR)/ Canadian Armed Forces Safety Committees (CAFSC)	Jointly with CoC/managers: • Conduct the WHVP Assessment and make recommendations for changes, as required. • Monitor and, when necessary, update the WHVP assessment when there is a change to the risk factors identified or a change to the effectiveness of the preventive measures developed and implemented. • Review and, when necessary, update the WHVP assessment every three years, commencing in 2021 or after the initial assessment has been completed if after this date. • Develop, review and, when necessary, update the emergency procedures and support services, for Defence Team members, related to workplace harassment and violence. • Recommend to the CoC/manager which of the preventive measures set out in an investigation report are to be implemented.
Workplace Harassment and Violence Prevention - Centre of Expertise (WHVP CoE)	• Oversee the implementation, application, and effectiveness of DAOD 5014-0, this Policy Manual and related procedures by level one (L1) WHVP Program advisors, managers, and commanding officers. • Advise on the prevention of workplace harassment and violence, related policies, and procedures. • Issue instructions to L1s regarding maintaining corporate records on workplace harassment and violence occurrences, investigations, training and reporting as required. • Maintain the WHVP L1 Dashboard (available on Defence Network). • Facilitate consultation with the NHSPC on the elements of the WHVP program. • Establish policies, procedures, and training, and provide resources on WHVP for the Defence Team. • Lead annual reports to Employment and Social Development Canada as required by the Regulations.

	• In the case of an investigation, select a person to act as an investigator from the list of qualified internal and/or external investigators developed jointly by this policy's functional authority and the NHSPC. • Assign a program officer to guide and support the CoC/manager upon reception of a NoO. • Track and monitor file progress to ensure compliance with the steps outlined in this Policy Manual. • Ensure that the investigator has provided a written statement indicating that they are not in a conflict of interest with respect to the occurrence. • Provide the investigator with all information relevant to the investigation. • Provide monthly status updates to the PP, RP and CoC/manager on the status of the investigation process.
Command/Group Principal (L1) WHVP Safety Advisors	• Advise their CoC/managers and WHSC/HSR/CAFSC on the DND/CAF WHVP policy, process and training requirement. • Provide guidance on WHVP assessment process, forms and resources. • Advise on the implementation of preventive measures. • Facilitate the integration of WHVP Assessments into the command Hazard Prevention Program. • Provide direction and guidance through the CoC/manager of awareness and prevention programs. • Aid the WHVP CoE in locating the appropriate CoC/manager representatives and safety committees, as required, for the completion of WHVP assessments.
Unit Harassment Coordinators (UHC) (Optional)	• Appointment of a UHC is optional. There is no policy requirement for CAF units to designate a UHC, and units may choose whether to use this role. • UHCs have no formal responsibilities under WHVP policy and do not conduct case management, decision-making, or management of occurrences. • There is no mandatory training or certification associated with this role. • Units that choose to identify a UHC may use them as a general point of contact to help direct members to appropriate resources and to liaise with the CCMS or WHVP CoE, as needed. • A UHC placemat outlining suggested responsibilities can be accessed through the CCMS or the WHVP CoE for units that elect to use this role.
Defence Team members (Including PP, RP and witnesses)	Prevention • Respect and adhere to all principles, values and expected behaviours related to them and found in the DND and CF Code of Values and Ethics and the CAF Ethos: Trusted to Serve. • Report risk factors that may contribute to workplace harassment and violence to the CoC/manager. Training

	- Complete training as defined in this policy. WHVP Process - Report occurrences of workplace harassment and violence, experienced or observed, to their CoC/manager or the DR, as appropriate. - Co-operate and collaborate in the resolution of workplace harassment and violence occurrences. - Respect the confidentiality of the information shared throughout the resolution process of an occurrence. - Refrain from real or perceived retaliatory behaviour against the PP, RP, witnesses, and any other individuals involved in the resolution process of an occurrence.
Employee Representatives/ Bargaining Agents (for unionized DND employees)/Support Person	Provide advice and support to PP, RP, and witnesses.

Part II – Prevention

WHVP Assessment

12. The WHVP assessments are mandatory for all workplaces within the DND/CAF and must be jointly completed and reviewed by CoC/manager in collaboration with the applicable WHSC/HSR/CAFSC. The WHVP assessment is part of the workplace overall Hazard Prevention Program and is to be recorded with the minutes of the WHSC and made available to all Defence Team members of the workplace.

Note: If the CoC/manager and the applicable WHSC/HSR/CAFSC are unable to reach an agreement on which preventive recommendations should be implemented, the final decision rests with the CoC/manager regarding which recommendations are appropriate to implement.

Risk Factors

13. Risk factors are elements, conditions, or actions in the workplace that increase the likelihood of physical injury, psychological harm, mental stress, illness, or other negative impacts to employees or members. A list of common risk factors specific to the Defence Team was jointly developed with NHSPC. The risk factors identified are both internal and external to DND/CAF and could contribute to inappropriate, negative, or harmful behaviours, that fall under the definition of workplace harassment and violence. Although these risk factors may occur in isolation, they often overlap and mutually reinforce each other. Thus, workplaces with a combination of risk factors may produce a heightened risk.

14. The identified risk factors are broken down into three categories:

- a. **Organizational factors** - These relate to the culture, structure, and policies of the workplace. When things like discrimination, unclear roles, or lack of accountability are present, they can create stress, anxiety, and feelings of exclusion, which directly impact psychological safety;
- b. **Environmental factors** - These involve the physical and operational setup of the workplace. Poor conditions or working in isolation can lead to emotional strain, fear, or burnout, especially if Defence Team members feel unsupported or unsafe; and
- c. **Individual factors** - These focus on interpersonal relationships and personal circumstances that can deeply affect a Defence Team member's sense of safety, trust, and emotional stability at work.

15. A detailed description of each factor can be found in [Annex C](#). Preventive measures are designed to address these risk factors by promoting a respectful, inclusive, and psychologically safe workplace. Examples of preventive measures can be found in [Annex F](#).

Completing the Assessment

16. CoC/manager and the WHSC/HSR/CAFSC, as applicable, must jointly carry out the initial WHVP assessment for every DND/CAF workplace. This assessment must be reviewed every three years, with recommendations provided to strengthen preventive measures as needed. Additionally, the assessment must be revisited whenever:

- a. there are changes to the risk factors within the organization that may warrant a reassessment;
- b. an occurrence is not resolved through the negotiated resolution process and the PP decides to end the resolution process;
- c. there is a change that compromises the effectiveness of a developed and implemented preventive measure;
- d. the RP is not a member of the Defence Team;
- e. A NoO was submitted and the PP chooses to remain anonymous; or
- f. a WHVP investigation recommends changes.

17. The [WHVP Assessment Guide](#) provides detailed guidance to assist the CoC/manager in collaboration with the applicable WHSC/HSR/CAFSC in completing assessments. The guide contains identified risk factors and associated psychosocial factors along with examples of preventive measures, training, and resources for each risk factor. The guide may not include all the specific risks for each workplace. For any additional risks the workplace identifies that are not captured in the assessment guide, the CoC/manager in collaboration with the applicable WHSC/HSR/CAFSC is required to amend their WHVP assessment so that the additional risk(s) and preventive measure(s) are recorded as part of the assessment.

Training

18. The mandatory training on the prevention of harassment and violence in the workplace is available through the Canada School of Public Service for all Defence Team members can be found in [Annex D](#) or on the WHVP program website: [Training](#). The CoC/manager are responsible to ensure that all Defence Team members within their organization complete the mandatory training within the following timelines:

- a. New Defence Team members – within three months of joining the DND/CAF;
- b. Existing Defence Team members – every three years after the initial training and following any update to the training or their assignment to a new activity or role for which there is an increased or specific risk of workplace harassment and violence; and
- c. WHSC, HSR, and CAFSC members and DRs – prior to assuming their duties.

19. Defence Team members are encouraged to engage in other training opportunities that go beyond the mandatory workplace harassment and violence training. Training and/or professional development could focus on unconscious bias, accessibility, and/or anti-racism, for example. By increasing awareness around these issues, it will support a more inclusive and equitable workplace and help prevent harassment and violence. The WHVP Centre of Expertise can recommend further training or assist with unit briefs. For support, please contact WHVPCoE-PHVCE@forces.gc.ca.

Resolution

20. The resolution process contributes to the prevention of workplace harassment and violence by allowing Defence Team members to identify workplace harassment and violence risks and report them directly to their CoC/manager. Through the negotiated resolution, and/or conciliation/ADR the Defence Team member and the CoC/manager work collaboratively to identify preventive measures which can resolve and prevent further occurrences of workplace harassment and violence. If the resolution process involves an investigation, the investigation report may identify recommendations to the CoC/manager and the applicable WHSC/HSR/CAFSC, who will jointly determine which recommendations are to be implemented. More information regarding the implementation process following an investigation can be found in [WHVP Investigation](#).

Note: The purpose of implementing preventive measures is to support sustainable outcomes and foster a safe, respectful, and healthy work environment. While the CoC/manager holds the primary responsibility for ensuring that these measures are established and carried out, all Defence Team members share responsibility for actively supporting and applying them within their team or unit.

21. The resolution process always involves the CoC/manager in the process of prevention by identifying risks and preventive measures within their workplace, and acts as a feedback loop regarding the health and safety of Defence Team members. [Support services](#) are available to all parties throughout the resolution process.

Part III – Resolution Process

22. For information and assistance in determining your options to file a complaint or report an incident, contact the [CCMS](#).

23. The WHVP resolution process is preventive in nature. As such, it is important that this be the foundational message communicated to the parties to help them understand the resolution process and potential outcomes. The resolution process is to be completed within one year after the day on which the NoO was submitted.

24. Consult the [Process for reporting harassment and violence in the workplace webpage](#) for a description of the resolution process.

25. CoC/managers will accommodate reasonable requests for time to submit a NoO, attend related meetings, participate in the resolution, and/or investigation process, however involved parties are expected to prepare for meetings and compile supporting documents on their own time. Defence Team members should be supported in balancing their involvement with regular work duties. This obligation reflects a broader commitment to fostering a safe, respectful, and harassment and violence free workplace.

Step 1: Submission of a Notice of Occurrence (NoO)

26. As per para 22, consult the CCMS as a first step. If a Defence Team member experienced harassment and violence in the workplace, or who witnessed someone being subjected to workplace harassment and violence, they are encouraged to report it. Harassment and violence in the workplace can be reported by submitting a NoO in one of the following ways:

- a. to the CoC/manager:
 - i. in writing by submitting the [NoO](#); or
 - ii. verbally, by advising them directly.

Note: The CoC/manager may complete the form on behalf of the PP. If the CoC/manager is involved in the occurrence, the NoO must be provided to the DR unit.

- b. to the DR unit:
 - i. in writing by submitting the [NoO](#) to the following email address: DesignatedRecipientHVP-DestinataireDesignedelaPHV@forces.gc.ca; or
 - ii. verbally by calling 1-833-451-1604 for a secure voicemail box and a DR will contact the PP.

Note: Individuals requiring accommodations to report an occurrence may contact the DR Unit. Use of the NoO form is encouraged but not mandatory; requests will be handled confidentially.

27. Before collecting information related to an occurrence, the CoC/manager or DR must ensure that the person reporting the occurrence is notified of the need to collect information that may be personal in nature, and the purpose, authority, and manner in which that information may be used. Persons reporting an occurrence must also be advised of their rights under the Privacy Act. To help fulfill this obligation, a formal Privacy Notice has been included in the [NoO](#). Privacy notices should be provided irrespective of the form or medium by which an occurrence is reported (i.e., even where a NoO is provided verbally or without the use of the standard NoO

Form). All personal information to be collected in relation to an occurrence will be managed as described in this Policy and the Government of Canada's [PIB PSE 919 – Harassment](#).

28. For a NoO to be accepted it must contain specific information:

- a. the name of the PP and the RP, if known;
- b. the date of the occurrence; and
- c. a detailed description of each occurrence.

29. A PP or witness may choose to provide an anonymous NoO. For verbal reports, the PP or witness can inform the CoC/manager or DR of their wish to remain anonymous. For written reports, they may select the anonymity checkbox on the NoO form. Refer to the guidance on [anonymous submissions](#) for details on how such reports are processed.

30. The CoC/manager or DR should only collect personal information that is necessary and directly related to an occurrence. Secondary information, or information not directly related to the occurrence, should not be recorded or collected at this time. Persons reporting an occurrence have the right to provide all information they believe is relevant to the occurrence, in keeping with rules of natural justice and procedural fairness.

31. A NoO is not to be submitted in respect to an occurrence if all three of the following criteria are met:

- a. [the RP is not a Defence Team member](#);
- b. exposure to harassment and violence is a normal condition of work for the PP (CAF operational requirement); and
- c. the CoC/manager has [preventive measures](#) in place to address the risk factors associated to that workplace harassment and violence.

Note: An example of a CAF operational requirement is an elevated risk where it is a normal working condition for an adversarial force to harass a CAF infantry section, surveillance aircraft crew, or ship's boarding party. It would not be a normal working condition to have CAF members using slurs towards another CAF member, regardless of the workplace.

32. Disabling injuries and minor injuries from occurrences of workplace harassment and violence are not to be investigated using a Hazardous Occurrence Investigation Reporting form (DND 663).

Anonymous Submission

33. If a NoO is submitted by a witness or anonymously, and a PP is named, the CoC/manager or the DR will contact the PP to ask if they wish to begin the resolution process. If the PP refuses to participate in the resolution process, the resolution process is considered closed. If the PP chooses to be anonymous, a version of the NoO (with all identifying information removed) will be shared with the applicable WHSC/HSR/CAFSC who will review it and, if necessary, update the WHVP assessment to determine if any additional preventive measures are required.

Note: All information regarding the identity of parties must not be provided to the applicable WHSC/HSR/CAFSC to maintain privacy and confidentiality of the person(s) involved. This includes any reference to work locations, dates, division/group names or additional information that would directly or indirectly reveal the identity of a person involved.

When a CoC/Manager Receives NoO

34. If the CoC/manager receives a NoO, they must inform the WHVP CoE via the positional email WHVPCoE-PHVCE@forces.gc.ca within seven calendar days, and submit monthly status update reports until file resolution. A program officer will be assigned to support the CoC/manager throughout the process and to monitor the file's progress. If the CoC/manager is either the PP or RP (i.e. involved in a NoO), the NoO must be sent directly to the DR via email: DesignatedRecipientHVP-DestinataireDesignedelaPHV@forces.gc.ca

Note: All NoOs must be kept in a safe and secure location (Protected B), following current Information Management (IM) practices.

Time Period to Submit a NoO

35. There are no prescribed time limits for current or serving Defence Team members to submit a NoO. While delayed reporting may affect what preventive measures are possible, submitted NoOs in accordance with para 29—regardless of when the occurrence took place—will be received respectfully and reviewed with care to support the individual and determine available next steps.

36. A former Defence Team member may submit a NoO up to 90 calendar days after the day on which they cease to be employed or released by the DND/CAF.

Step 2: Initial Review

37. The first step in the initial review is for the CoC/manager or DR to determine whether there is sufficient information to proceed with next steps. A NoO must contain:

- a. name of the PP and the RP, if known;
- b. date of the occurrence(s); and
- c. detailed description of the occurrence.

38. If the NoO is lacking information, the CoC/manager or the DR (depending on who received the NoO) must contact the person who submitted the NoO for more information. If no more information is forthcoming the CoC/manager in collaboration with the applicable WHSC/HSR/CAFSC is required to review their WHVP assessment to see if any preventive measures need to be amended and the file is closed.

Expected Behaviours, Conduct Deficiencies & Criminal Acts

39. The CoC/managers must provide Defence Team members with a healthy and safe workplace. They must take corrective action to address issues that contribute to an unhealthy workplace or cause psychological harm or injury to Defence Team members including the monitoring of psychosocial hazards. Supervisors are ultimately responsible to ensure that workplace relationships remain healthy, including supporting each Defence Team member to actively uphold behaviours to that end and that also reflect the DND/CAF values, ethics, and expected professional behaviours. While CoC/managers determine appropriate actions required to address workplace incidents, it is strongly suggested that they consider many perspectives to widen their understanding of what actions might be most effective to prevent a recurrence.

40. In some cases, information shared with the CoC/manager through the resolution process can be used to initiate a separate review process where the evidence of possible misconduct or criminal nature is identified. Other examples of possible information sharing include administrative investigations, security investigations, grievances, disclosures of wrongdoing, provincial workers' compensation boards, and complaints that pertain to the *Canadian Human Rights Act*.

41. In accordance with the [DND and CF Code of Values and Ethics](#) and/or [CAF Ethos: Trusted to Serve](#), all Defence Team members are expected to help create and maintain a safe and health workplace free from harassment and discrimination. Malicious talk and gossip can aggravate and/or escalate a situation, cause further harm, and increase stress in the workplace. Eliminating idle talk, gossip, and speculation is expected. While this may be challenging in these circumstances, CoC/managers can support members by directing them to resources such as EAP, chaplains, CAF social workers, to process the impacts until the situation is fully addressed.

42. If the NoO describes allegations of Conduct Deficiencies (CAF) or Misconduct (DND) that may contravene the [DND and CF Code of Values and Ethics](#) and/or [CAF Ethos: Trusted to Serve](#), the CoC/manager must take appropriate disciplinary or administrative action as follows:

- a. **DND Employee Responding Party.** In cases where the RP is a DND public service employee, contact the Labour Relations Advisor (ADM HR-Civ) and refer to [DAOD 5016-0](#), Standards of Civilian Conduct and Discipline.
- b. **CAF Responding Party.** In cases where the RP is a CAF member, obtain advice from legal advisor. Where administrative actions are contemplated, refer to [DAOD 5019-0](#) series and contact the Director Military Careers Administration 2 (DMCA 2) when required.

43. If the NoO describes allegations of criminal offences under the *Criminal Code of Canada*, the CoC/managers must then report to the departmental security officer or deputy head, if applicable, and to the police authority with jurisdiction. If the NoO describes allegations of a service offence or service infraction under the *National Defence Act and Queen's Regulations and Orders (QR&O)*, an investigation must follow in accordance with QR&O 102.02.

Note: If there is an ongoing civilian police investigation or a disciplinary investigation by the military police or unit, the resolution process should be put in abeyance until the investigation is completed.

Acknowledgement and Receipt of NoO

Response to the PP

44. The CoC/manager or the DR, who received the NoO, must respond within seven calendar days but are encouraged to respond to the PP as soon as possible, using the [Response to PP Regarding a Notice of Occurrence Template](#). The information in this template:

- a. confirms the NoO has been received, or informs the PP that a NoO was received from a witness;
- b. informs the PP on how to access this Policy Manual;
- c. explains each step of the resolution process;
- d. informs the PP that they may be accompanied by a [support person](#) of their choice at any time during the resolution process; and
- e. provides information on how to access support services.

Contacting the RP

45. Prior to contacting the RP, their involvement within the resolution process should first be discussed with the PP. An automatic notification of the RP may affect the PP's well-being and their trust in the process. The RP must be informed if the PP proceeds with either conciliation/ADR, or an investigation. The RP must also be notified if a proposed resolution affects their rights to procedural fairness, i.e. being notified and given a chance to make submissions. If the PP does not wish to involve the RP, the process may conclude with a [WHVP Assessment](#) update.

46. Once a way forward is determined, the CoC/manager or DR must contact the RP using the [Response to a Responding Party Template](#) which:

- a. Informs the RP that they have been named or identified as the RP in the NoO;
- b. informs the RP on how to access this Policy Manual;
- c. explains each step of the resolution process;
- d. informs the RP that they may be accompanied by a [support person](#) of their choice at any time during the resolution process; and
- e. provides information on how to access support services.

RP Who Is Not a Defence Team Member

47. It is the responsibility of the Defence Team to ensure that any visitors or persons granted access to the workplace understand this Policy Manual mandate and are further responsible for taking appropriate action to

prevent or respond to occurrences of workplace harassment and violence. Defence Teams member can provide visitors or persons granted access the pamphlet: [WHVP for non-Defence Team persons](#).

48. If a member of the Defence Team should experience or witness workplace harassment and violence and the RP is a visitor or person granted access (non-defence team) they should inform their CoC/manager so that they can take appropriate action to keep their personnel safe. This will include a review of the [WHVP Assessment](#) to ensure that all appropriate preventive measures are in place and may involve reaching out to the RP's CoC/manager to resolve the situation or notifying the appropriate policing authority as required.

Support Person

49. During the resolution process, the PP and RP have the right to be accompanied by a [support person of their choice](#) (e.g. bargaining agent/union representative, friend/family, co-worker or other support person of their choice). The support person's role is to assist a party, but not to represent or make representations on behalf of any party. A party who wishes to have a support person during the resolution process must inform the CoC/manager or DR of this decision. The support person may aid a party in administrative tasks, such as:

- a. scheduling meetings or interviews; and
- b. receiving updates on the status of the resolution process.

50. The parties will be required to personally provide the following during conciliation/ADR or the investigation:

- a. information about the occurrence; and
- b. respond to questions regarding the occurrence during negotiated resolution, conciliation/ADR and/or the WHVP investigation.

51. The support person cannot be a party or a witness to the occurrence and cannot support both the PP and RP.

Temporary Absence

52. As a preventive program, the safety and well-being of all parties involved during the resolution process is crucial. Therefore, if the PP or the RP wish to continue with the resolution process while on medical leave, they should seek the support of their physician prior to participating and may be required to provide a medical note.

53. If the PP or RP is temporarily absent from work for more than 90 calendar days after the day on which the NoO is provided, the resolution will be placed in abeyance until the party returns. Such absences may include deployments, training, medical leave, or other approved leave types. During the absences, monthly updates must continue to be provided to both parties. Upon their return to work, the resolution process is to be completed within one year after the day on which the NoO was provided or six months after the day on which the party returns to work, whichever is later.

Step 3: Resolution Options

54. There are three options available to the PP under the WHVP resolution process: negotiated resolution, conciliation/ADR and a WHVP Investigation. Efforts to resolve the occurrence must begin no later than 45 days after the notice was received. The CoC/manager, PP and RP (if contacted) must make every reasonable effort to resolve an occurrence during the negotiated resolution stage.

Negotiated Resolution

Joint Review

55. The PP and CoC/manager or DR will conduct a review to determine whether the NoO describes an action, conduct, or comment that constitutes workplace harassment and violence defined as: *"any action, conduct or comment, including of a sexual nature that can reasonably be expected to cause offence, humiliation or other*

physical or psychological injury or illness to a Defence Team member, including any prescribed action, conduct or comment". This also includes any behaviours based on the prohibited grounds of discrimination identified in the [Canadian Human Rights Act](#).

56. To assist in the interpretation of the definition of workplace harassment and violence, consult the [Negative Behaviour Matrix](#):

- a. if both the CoC/manager or the DR (depending on who received the NoO) and the PP agree that the occurrence does not fall within the definition of workplace harassment and violence, then the occurrence will be deemed resolved. However, parties may continue to work together to find an informal resolution to address the situation.
- b. if the CoC/manager or the DR (depending on who received the NoO) does not believe that the occurrence falls within the definition of workplace harassment and violence, but the PP disagrees and wishes to continue with the resolution process, the PP has the option of:
 - i. continuing to work with the CoC/manager and making every reasonable effort to reach a negotiated resolution;
 - ii. pursuing conciliation/ADR; and/or
 - iii. requesting a WHVP investigation.
- c. if both the CoC/manager or the DR (depending on who received the NoO) and the PP agree that the occurrence meets the definition, the parties may continue with the resolution process.

57. When CoC/managers, in the exercise of lawful authority, act respectfully, professionally, and in good faith, the following actions would be considered examples of normal workplace activities and therefore do not constitute workplace harassment and violence:

- a. directly supervise Defence Team members, including setting out conduct and performance expectations and providing constructive feedback about work performance;
- b. take measures to correct conduct and performance deficiencies, such as placing a Defence Team member on a performance improvement plan;
- c. take preventive remedial measures;
- d. assign tasks, and direct how and when it should be done; and
- e. request updates or status reports.

58. Workplace harassment and violence is not to be confused with workplace conflict and differences of opinion. When differences of opinion and conflicting ideas occur, an early, local, and informal approach to resolving workplace conflicts is recommended. For further assistance with conflict resolution services, contact the [CCMS](#).

Reasonable Effort

59. Efforts to resolve an occurrence must begin as soon as possible, but no later than 45 calendar days after the day on which the NoO was provided. The CoC/manager, PP and RP (if contacted) must make every reasonable effort to resolve an occurrence during the [negotiated resolution process](#), unless doing so would put the PP in further harm, danger, or further aggravate an injury. If the file was reported to the DR, the DR and PP will identify the appropriate CoC/manager to participate in the process. The DR will then facilitate the negotiated resolution between the CoC/manager and the PP. The negotiated resolution is an opportunity to have an informal, collaborative and respectful discussion to identify resolutions. Resolutions are preventive measures that can be put into place to resolve and help prevent further occurrences. This allows the PP the opportunity to propose preventive measures to resolve the occurrence and promote a safe workplace. Examples of preventive measures can be found in [Annex F](#).

Conciliation/Alternative Dispute Resolution (ADR)

60. Conciliation/ADR is a voluntary, informal, and confidential process where a neutral and qualified Conflict Management Practitioner helps the parties find a satisfactory resolution. Conciliation of an occurrence of workplace harassment and violence can only proceed if both the PP and RP agree to it and must also agree on who will facilitate the process. If the PP and RP can create an agreement on how to continue working together in

ways which foster a safe and respectful workplace and work toward prevention and resolution of workplace harassment and violence, the agreement will be reported to the DR or CoC/manager, as applicable, and the case will be closed. This service is offered through the [CCMS](#).

WHVP Investigation

Initiating an Investigation

61. A PP may request an investigation at any time during the process but must also make every reasonable effort to resolve the matter through negotiated resolution. The CoC/manager or DR must contact the WHVP CoE if an investigation is required. The investigations conducted under this Policy Manual are preventive in nature, aiming to prevent further occurrences and minimize the risk of workplace harassment and violence. Investigators will focus on the root cause of the occurrence in the workplace and propose recommendations on how to prevent similar occurrences in the future. The outcome of the WHVP investigation cannot be used for any remedial or disciplinary measures. In cases that involve alleged misconduct or conduct deficiencies see ["Expected Behaviours, Conduct Deficiencies & Criminal Acts"](#).

Note: If the occurrence being investigated is resolved by negotiated resolution or conciliation/ADR before the investigator has provided their report, the investigation must be discontinued.

Notice of Investigation

62. The CoC/manager or the DR will provide the PP and the RP with written notice of the investigation that include the details outlined in paragraphs 44, 45, and 46.

Selection of the Investigator

63. In consultation with the NHSPC, a list of qualified internal investigators (established within this policy's functional authority) and external investigators (contracted only through WHVP CoE) is available through the WHVP CoE as a centralized resource. Where possible, the PP will be offered a selection of qualified investigators from the list. The selection of an investigator should be agreed upon by the PP, the RP, and the CoC/manager or DR. Please note that:

- a. if there is no agreement within 7 calendar days after the Notice of Elected Investigator was received, an investigator from the identified list will be chosen by the WHVP CoE.
- b. if no internal investigator is available, due to conflict of interest or scheduling, a qualified investigator from the National Master Standing Offer (NMSO) or Canadian Centre for Occupational Health and Safety (CCOHS) list will be selected as required.

64. A qualified investigator is a person having the knowledge, training and experience including:

- a. having been trained in investigative techniques;
- b. having knowledge, training and experience that are relevant to harassment and violence in the workplace; and
- c. having knowledge of the CLC, the Canadian Human Rights Act (CHRA) and any other legislation that is relevant to harassment and violence in the workplace.

Conflict of Interest

65. The investigator will provide the WHVP CoE, the PP, and the RP with a written statement indicating that they are not in a conflict of interest in respect of the occurrence being investigated. Should an investigator have a conflict of interest, with any party to the occurrence, they must inform the WHVP CoE and the CoC/manager or DR prior to initiating the investigation.

Information for Investigator

66. The CoC/manager or DR, will provide the investigator with all information that is relevant to the investigation, such as, the nature of the occurrence, scope of the investigation, names, and contact information of parties to be interviewed, work that has been done to date to resolve the occurrence, etc.

Summary of evidence

67. Rules of procedural fairness provide that parties to an investigation have the right to know and respond to evidence that contradicts their respective positions. To uphold those rules, a summary of evidence will be shared with the PP and the RP to inform them of the investigation's findings and to provide each with the opportunity to respond. The summary of evidence will include facts and initial findings by the investigator. Limited personal information about the parties and witnesses may be included in the summary of evidence, as needed.

Investigation Report

68. Collected personal information will be used to inform the investigator's report. The investigator's report must not however reveal, directly or indirectly, the identity of persons who are involved in an occurrence or the resolution process for an occurrence (e.g. names, ranks genders, etc.). Reports are to contain no identifiable information that could possibly expose the identity of any of the parties or witnesses. The investigation report will provide:

- a. a general description of the occurrence(s);
- b. conclusions regarding root causes and other circumstances in the workplace that contributed to the occurrence(s);
- c. recommendations to eliminate or minimize the risk of a similar occurrence(s); and
- d. a determination as to whether each occurrence meets/does not meet the definition of workplace harassment and violence.

69. The primary responsibility for de-identifying the report lies with the CoC/manager. Where appropriate, the WHVP CoE, in consultation with the departmental Privacy Office, may review investigation reports to ensure they are adequately de-identified, and to assess and advise on any risk of re-identification (e.g., mosaic effect).

70. A copy of the investigator's report is provided to the CoC/manager, PP, RP, the applicable safety committee or representative, and DR if they were provided with the NoO.

Implementation of Recommendations

71. The WHSC/HSR/CAFSC must jointly determine with the CoC/manager which recommendations set out in the WHVP investigator's report will be implemented. The applicable WHSC/HSR/CAFSC will provide input on all matters relating to the WHVP, including periodic WHVP assessment review, prevention strategies, and recommendations in investigation reports.

72. Recommendations are aimed at preventing future occurrences, and parties are advised to keep this in mind when reviewing the report. If the CoC/manager and the applicable WHSC/HSR/CAFSC cannot agree on which prevention recommendations set out in the investigation's report should be implemented, then it is the CoC/manager's decision as to which prevention recommendations are appropriate to implement. However, the CoC/manager must document their decision, the reasons for that decision and retain it on file for ten years. Refer to [Part VII – Records](#) for more detail.

Step 4: File Closure

73. The resolution process is deemed completed when the NoO is resolved under one of the following conditions:

- a. when a resolution is achieved through the negotiated resolution or conciliation/ADR;
- b. when a the NoO does not contain information required in para 28;
- c. when the WHVP investigation report is received, and the recommendations are implemented by the CoC/manager, if applicable; or

- d. the PP chooses to end the WHVP process or remain anonymous and a WHVP assessment review is conducted.

74. When a NoO is deemed resolved, the file will be closed and a [File Closure Letter](#) —outlining all agreed-upon preventive measures—will be sent to the PP. If the RP participated in the resolution process, they will also be notified that the occurrence has been resolved, and the file has been closed.

75. Should there be a change in the CoC/manager before all preventive measures have been fully implemented, the incoming CoC/manager is to be briefed on the outstanding measures and is responsible for ensuring their continued implementation.

Part IV – Recourse

NoO Resolution and Investigation Process

76. If a party believes their CoC/manager or DR has failed to comply with the CLC Part II (with respect to the WHVP Program or the WHVP Regulations), DAOD 5014-0 or this Policy Manual when responding to a NoO, they should first contact their CoC/manager or DR to resolve the issue. If no resolution is found they may contact the WHVP CoE, via the positional email WHVPCoE-PHVCE@forces.gc.ca, to have their case reviewed, and/or be given information on their recourse options. If the issue remains unresolved:

- a. DND public service employees may contact the [Employment and Social Development Canada Labour Program](#) for information on their recourse options and depending on the circumstances of an occurrence, potential recourse through the grievance procedure under [DAOD 5026-0, Civilian Grievances](#).
- b. CAF members have the right to grieve pursuant to s. 29 of the [National Defence Act](#) and applicable regulations.

77. If a party is not satisfied with the conclusions and/or recommendations in the investigator's report, or believes the investigation was flawed, they should communicate these concerns to their CoC/manager or DR, as applicable, as soon as possible. If these concerns remain unresolved:

- a. DND public service employees have no further recourse under the *CLC* or *Regulations*. Subsequently, a party may request a judicial review of the investigation by the Federal Court in accordance with the [Federal Court Act](#), within 30 days of receiving the investigator's report. It is recommended that the PP or the RP consult with a union representative or a lawyer to obtain additional information regarding the judicial review process, as the *Regulations* do not address the requirements of this process.
- b. CAF members may file a grievance, in accordance with [QR&O: Volume I - Chapter 7, Grievances](#).

78. For more information on the appropriate mechanisms to use to file a complaint/grievance consult the following website: [Submit a formal complaint or report an incident - Canada.ca](#) or contact the [CCMS](#) for guidance.

Reprisal

79. Defence Team members must be aware that any reprisal against a PP who has exercised their rights under this Policy Manual, DAOD 5014-0 or the Regulations is unacceptable and incompatible with the [DND and CF Code of Values and Ethics](#) neither the [CAF Ethos: Trusted to Serve](#).

80. The CLC Part II (Section 147), [QR&O 19.15\(2\)](#), Prohibition of Reprisals, and [Public Servants Disclosure Protection Act](#) prohibits threatening to take or take, any reprisal, punitive or disciplinary action against Defence Team members who have exercised their rights in compliance with the process set out in this Policy Manual;

- a. DND public service employees who believe that prohibited action has taken place may notify the DR or CoC/manager. If that is not successful they may file a complaint, under section 133 of the

CLC Part II, with the Federal Public Sector Labour Relations and Employment Board and/or follow the process laid out in [DAOD 7024-1](#), Internal Procedures for Disclosure by DND Employees of Wrongdoings in the Workplace.

- b. CAF members who believe that prohibited action has taken place may notify the DR or CoC/manager. CAF members may also file a grievance, in accordance with [QR&O: Volume I - Chapter 7, Grievances](#)

Reporting inappropriate conduct

81. If you have experienced or observed inappropriate conduct, there are mechanisms (systems of recourse) available that can be used to address the situation. The most appropriate mechanism depends on the situation and the type of misconduct experienced or noticed. You can find information about how to report or address particular conduct such as hateful conduct, workplace conflict, human rights complaints and wrongdoing on the [Submit a complaint page](#).

Part V – Family Violence, Emergency Procedures and Support Services

Family Violence

82. Violence, no matter where it takes place, can impact all areas of a person's life – including their workplace.

83. **Family violence is defined as:** an abuse of power or abusive behaviour within a relationship of family, trust or dependency, or from someone with whom there is an intimate relationship (Defence Terminology Bank Record number 43067).

Note: Family violence includes a single act or several acts that form a pattern of abuse, a child's direct or indirect exposure to abusive conduct, coercive conduct, destruction of property, emotional abuse, financial exploitation, harassment, homicide, injury to pets, neglect, and physical assault.

84. Family violence, in any form, can impact anyone. Family violence (FV), gender-based violence (GBV), intimate partner violence (IPV), and other related violence, can exist in any form of relationship be it; familial, romantic, sexual, caregiving, and even when no formal relationship exists. It can impact anyone regardless of gender, sex, sexuality, ability, race, religion, socio-economic status, rank, region, etc.

85. Family violence may extend into the workplace when the RP uses emails, phone calls, text messages, social media, stalking, or showing up to the workplace to question co-workers. This can affect the health and safety of those directly or indirectly involved, and their employment status. However, organizations can help to recognize, respond to, and address the impacts of family violence.

86. The DND/CAF have a responsibility to protect and prevent against all forms of workplace harassment and violence, including family violence. In some circumstances, it may be impossible to prevent an occurrence of family violence from happening in a space not under the jurisdiction of the DND/CAF (e.g. the Defence Team member's home). The DND/CAF must also ensure that [family violence support resources](#) are accessible to all Defence Team members.

87. If the incident occurred in the workplace meets the definition of an occurrence, the CoC/manager must also follow the process laid out in this Policy Manual. Steps for responding to family violence in the workplace, including a safety plan template, can be found in the [Preventing and Responding to Family Violence in the Workplace: Chain of Command/Manager's Guide](#) available on the WHVP website or by contacting the [WHVP CoE](#).

Note: The purpose of this family violence guide is to assist CoC/managers in ensuring the safety of Defence Team members at work. It outlines steps for preventing and responding to family violence within the workplace.

This guide does not address family violence outside of the workplace, as this is best managed by experts in that field (refer to [family violence support resources](#)).

88. When a CAF member is involved in a family violence situation, additional administrative action and resources can be found in [DAOD 5044-4](#), Family Violence.

89. For unionized DND employees, the CoC/manager are to consult the relevant collective agreement for any employee leave entitlements regarding family violence.

Emergency Procedures and Support Services

90. Defence Team members affected by, or who witness, an occurrence of harassment and violence in the workplace that poses an immediate threat to someone's health and safety, should immediately call 911 emergency services, and/or the Military Police if the threat occurs on DND property. Defence Team members should also inform their CoC/manager or another manager in the vicinity and refer to the already established local base/wing/unit emergency procedures.

91. Emergency procedures and support services related to workplace harassment and violence can be found on the WHVP Website under [Emergency Procedures](#) and [Support Services](#). They are available to assist the CoC/manager and Defence Team members to be prepared for, and respond to, emergencies related to workplace harassment and violence should they arise.

Employee Assistance Program

92. The [Employee Assistance Program](#) is a professional, confidential, and proactive service to support DND public service employees and their family members with a wide range of personal, family and work-related concerns. To access this service, call Homewood Health at 1-800-663-1142, or 1-888-384-1152 (for people with hearing impairments) 24 hours a day / 365 days a year.

Canadian Forces Member Assistance Program

93. The [Canadian Forces Member Assistance Program](#) provide free, short-term professional counselling services and crisis services to CAF members and their family members. Access by calling 1-800-268-7708 | (Teletypewriter) 1-800-567-5803 24 hours a day / 365 days a year.

Bargaining Agents

94. DND unionized employees may contact their respective bargaining agent (union representative) for information, advice, and support regarding any WHVP issue, occurrence, or procedure.

Ombudsman

95. Defence Team members may contact the [Ombudsman's Office](#), which provides a safe place to voluntarily raise and discuss options to address workplace issues and options for resolution.

Canadian Human Rights Commission

96. Reports of harassment of a sexual nature or discrimination based on sex or other prohibited grounds of discrimination can be made directly to [Canadian Human Rights Commission \(CHRC\)](#) regardless of whether internal complaint mechanisms have been exhausted.

Part VI – Privacy and Confidentiality

97. To encourage reporting from those who are affected by or witness workplace harassment and violence, all complaints relating to harassment and violence must be handled with the utmost sensitivity, privacy, and confidentiality. All collections, uses, disclosures, retentions, and disposals of personal information related to the WHVP process will be carried out in accordance with the Privacy Act, the Access to Information Act, and [DAOD 1002-0](#) (Administration of the Privacy Act) and related directives.

Obligations of All Parties

98. All parties involved in the resolution process are required to keep the information related to the occurrence and the resolution process confidential. Defence Team members must respect and safeguard the dignity and privacy of people involved by exercising the utmost discretion. The PP, RP and witnesses involved in an occurrence are expected to refrain from sharing any information related to the occurrence or the resolution process with individuals not involved in the process.

Note: Refraining from sharing information” includes all oral, written, and digital communications related to the occurrence or WHVP process. Only individuals directly involved should receive such information, except when [seeking support](#) from confidential professionals (e.g., therapists, chaplains, healthcare providers). CoC/managers [must limit disclosure](#) from to what is strictly required within reporting lines. Parties experiencing distress are encouraged to access confidential support services. Maintaining confidentiality is essential to ensuring safety, trust, and dignity throughout the process.

Use and Disclosure on Need-to-Know Basis Only

99. Information related to an occurrence may only be used in keeping with this Policy and the [Work Place Harassment and Violence Prevention Regulations](#), and only disclosed to those with a need to know. That is, information may only be accessed, used, shared, or disclosed, where 1) the recipient requires the information in question, 2) the information is in keeping with their official role and responsibilities, and 3) the recipient is authorized to view or use the information. The contents of the NoO, or a summary of the same, will not be shared with anyone except the CoC/manager or DR, WHVP CoE and the parties involved with the occurrence. Where applicable, the information will also be shared with the individual appointed to facilitate the conciliation/ADR process, and the investigator. In accordance with paragraph 40, information may further be disclosed when required to initiate a separate review or investigative processes where indications of misconduct, criminal activity, or related administrative requirements arise.

Safeguards

100. To protect the privacy of individuals involved in an occurrence, and confidentiality and integrity of information gathered during the WHVP process, the following safeguards must be applied:

- a. Physical safeguards: All NoOs and related documents must be stored securely in facilities or cabinets rated for Protected B information.
- b. Technical safeguards: Electronic records must be stored in approved systems that employ encryption at rest and in transit and implement role-based access controls and audit logging.
- c. Administrative safeguards: Access to WHVP records must be strictly limited to individuals with an operational need-to-know. All DRs, investigators, and CoC/managers must complete mandatory privacy and security training.
- d. Destruction and disposal: When retention periods expire, records must be destroyed in a secure manner consistent with Government of Canada standards.

Limits to Confidentiality

101. Despite all efforts to ensure the privacy of parties involved in an occurrence or investigation, PPs, RPS, and witnesses involved in the resolution process of an occurrence cannot be guaranteed that their involvement and personal information will not be made public. Other individuals involved in the resolution process may share information about the occurrence with others, which may pose a risk to confidentiality as per paras 40 and 98.

102. Information about an occurrence may also be released in response to access to information or personal information requests. In such cases, certain exemptions may apply to protect the privacy of individuals, otherwise sensitive information, or the integrity of the resolution process. All access requests must be managed in consultation with the departmental Access to Information and Privacy (ATIP) Coordinator, who will provide guidance on appropriate redactions and the balancing of privacy rights.

103. Information related to an occurrence could also be disclosed through applications for judicial review or through claims before administrative tribunals. This includes administrative investigations, security investigations, grievances, disclosures of wrongdoing, applications for judicial reviews, civil claims, provincial workers' compensation boards, and complaints that pertain to the *Canadian Human Rights Act*. CoC/managers are advised to consult their legal services unit before using personal information collected during an occurrence resolution process in separate labour relations consultations.

Part VII – Records

Records

104. The CoC/manager must ensure that records and reporting requirements of workplace harassment and violence are maintained and respect the privacy and confidentiality of those involved.

105. **The following records must be kept for a period of ten years:**

- a. a copy of the documents that form part of the WHVP assessment;
- b. a copy of the documents that form part of each review and update of the WHVP assessment;
- c. a record of the CoC/manager's decision in the matter and the reasons for that decision for instances where the DND/CAF and NHSPC or the CoC/manager, the applicable WHSC/HSR/CAFSC are unable to agree on a matter that is required to be jointly done by them;
- d. a record of each NoO submitted to them and of each action taken in response to the NoO;
- e. for each instance where the one-year time limit is not met, a document that sets out the reasons for the delay;
- f. a copy of each report that is prepared by an investigator; and
- g. a copy of each workplace harassment and violence related fatality report.

106. Draft documents that do not add substantive content beyond the final investigation report need not be retained. Contracts with third-party investigators must require and expressly include provisions that mandate the transfer of all records to DND/CAF and the secure destruction of all copies (draft and final) held by the contractor at the conclusion of their mandate.

107. All actions related to a NoO, or its resolution must be documented and retained for 10 years in a safe and secure (Protected B) location (e.g. orderly room or ship's office), following current IM practices.

Annexes

Annex A: Abbreviations

- ADR – Alternative Dispute Resolution
- CAF – Canadian Armed Forces
- CAFSC – Canadian Armed Forces Safety Committee
- CCMS – Conflict and Complaint Management Services
- CoC – Chain of Command
- CLC Part II – Canada Labour Code Part II
- CMP – Chief Military Personnel
- CPCC – Chief Professional Conduct and Culture
- DAOD – Defence Administrative Order and Directive
- DGCSS – Director General Conflict Solutions and Services
- DND – Department of National Defence
- DR – Designated Recipient
- ESDC – Employment and Social Development Canada
- HSR - Health and Safety Representative
- NHSPC – National Health and Safety Policy Committee
- NoO – Notice of Occurrence
- PIB – Personal Information Bank
- PP – Principal Party
- PSE – Public Service Employment
- RP – Responding Party
- WHSC – Workplace Health and Safety Committee
- WHVP – Workplace Harassment and Violence Prevention
- WHVP CoE – Workplace Harassment and Violence Prevention Center of Expertise

Annex B: References

Acts, Regulations, Central Agency Policies and Policy DAOD

- [QR&O: Volume I - Chapter 7, Grievances](#)
- [QR&O: Volume 1 - Chapter 19.15, Prohibition of Reprisals](#)
- [TBS Directive on the Prevention and Resolution of Workplace Harassment and Violence](#)
- [TBS Policy on People Management](#)
- [Access to Information Act](#)
- [Canadian Human Rights Act and Regulations](#)
- [Canada Labour Code, Part II, Occupational Health and Safety](#)
- [Criminal Code](#)
- [Canadian Occupational Health and Safety Regulations](#)
- [National Defence Act](#)
- [Privacy Act](#)
- [Public Service Employment Act](#)
- [Public Servants Disclosure Protection Act](#)
- [Work Place Harassment and Violence Prevention Regulations](#)
- [Work Place Harassment and Violence Prevention \(HVP\) - 943-1-IPG-104](#)
- [Framework for the Management of Compliance, Treasury Board](#)
- [Department of National Defence and Canadian Forces Code of Values and Ethics](#)
- [Values and Ethics Code for the Public Sector](#)
- [National Joint Council Occupational Health and Safety Directive](#)

- [DAOD 1001-0, Access to Information](#)
- [DAOD 2007-0, Safety](#)
- [DAOD 5014-0, Workplace Harassment and Violence Prevention](#)
- [DAOD 5016-0, Standards of Civilian Conduct and Discipline](#)
- [DAOD 5019-0, Conduct and Performance Deficiencies](#)
- [DAOD 5026-0, Civilian Grievances](#)
- [DAOD 5044-4, Family Violence](#)
- [DAOD 5046-0, Alternative Dispute Resolution](#)
- [DAOD 5516-0, Human Rights](#)
- [DAOD 7024-1, Internal Procedures for Disclosure by DND Employees of Wrongdoings in the Workplace](#)
- [DAOD 9005-1, Sexual Misconduct Response](#)

Other References and Links

- [DAOD 2008-8, Official use of social media](#)
- [DAOD 5005-3, Employee Assistance Program](#)
- [DAOD 5019-1, Personal Relationships and Fraternization](#)
- [DAOD 5047-1, Office of the Ombudsman](#)
- [WHVP Website](#)
 - [WHVP Assessment Guide](#)
 - [CoC/manager Communication Forms and Templates](#)
 - [Promotion Material](#)
- [TBS Collective Agreements](#)
- [Anti-racism toolkit](#)
- [Workplace Reintegration Framework - Canada.ca](#)

Annex C: Identified Risk Factors

1. Competitive or adversarial workplace culture

- **Description:** Taking on and bragging about heavy workloads or long hours and taking unreasonable risks either physically or in decision-making. This is often seen in military culture and can lead to an elevated risk for an unhealthy workplace.
- **Risk:** A competitive or adversarial workplace culture can breed unspoken anxiety and defensiveness, and it can undermine cooperation, psychological safety, trust in co-workers, and the ability to admit uncertainty or mistakes.

2. Lack of diversity and presence of discriminatory behaviours

- **Description:** Where racist, sexist, homophobic, ableist, or crude humour and/or remarks or other discriminatory comments or behaviours are tolerated. It could be an off-hand comment, a casual remark, an inappropriate joke or a mocking phrase. These behaviours can be hurtful and have a lasting impact on workplace culture. Sometimes, individuals who engage in microaggressions (subtle comments or actions that communicate offensive or negative messages to individuals based on their group identity) are often unaware that they've engaged in them. But often, teasing, and inappropriate jokes conceal a mean-spirited attempt to put a coworker or staff member down. In either case, jokes can quickly become problematic in the work environment and lead to harassment, psychological harm, and discrimination. A workplace with a uniform composition, whether in race, gender, sexual orientation, religion, or skillset, can foster intolerance and discriminatory behaviour toward individuals who differ from the dominant group. Forms of discrimination can intersect and create specific and compounding impacts on individuals. Many forms of oppression, like racism, sexism and ageism might be present and active at the same time in a person's life and workplace.

- **Risk:** Harassment, ostracism, exclusion, psychological harm, unconscious bias or prejudices, due to a lack of diversity.

3. Limited awareness or understanding of harassment, violence, and prevention measures

- **Description:** Lack of monitoring and enforcement of mandatory and preventive training undermines workplace safety. Insufficient training creates uncertainty about expectations and procedures, fosters fear of reprisals, and discourages Defence Team members from raising concerns. Conversely, robust, regular, and well-enforced training programs help establish a shared set of values around workplace safety. They provide clarity on appropriate individual and collective actions, strengthen confidence in roles and responsibilities, and build both personal and unit capacity through skill and competency development. This shared understanding and increased confidence contribute to improved team cohesion and a healthier organizational culture. In turn, strong team cohesion is a critical factor in conflict prevention and in sustaining a safe, respectful, and effective workplace.
- **Risk:** Victim blaming, stress, low morale, lack of understanding about what is and is not appropriate behaviour.

4. Unclear job expectations or perceived job insecurity

- **Description:** Unclear and conflicting job roles and unclear deadlines. Lack of timely and transparent communication surrounding terms of employment and/or poorly defined roles and responsibilities.
- **Risk:** Anxiety, demotivation, psychological harm.

5. Performance evaluation periods

- **Description:** Lack of regular, consistent, and transparent management of job performance or performance appraisals.
- **Risk:** Stress, workplace conflict, psychological harm.

6. Organizational/Job restructuring or change

- **Description:** Poor communication and lack of Defence Team member input.
- **Risks:** Insecurity, fear of change, competition between colleagues.

7. Workplace culture that normalizes substance use

- **Description:** Exclusion and alienation of Defence Team members who do not participate in these behaviours.
- **Risk:** Discrimination, intimidation (peer pressure), psychological harm.

8. Lack of accountability in training participation

- **Description:** Lack of individual participation in training has the potential to put another person's physical and/or psychological health at risk. Lack of consequences for not completing mandatory training.
- **Risk:** Stress, poor performance, health risks

9. Poor environmental conditions

- **Description:** Environmental conditions such as being too warm, too cool, odors (e.g. food, body, perfumes, chemicals), or excessive noise.
- **Risk:** Increased tension, irritability.

10. Working alone or in isolation

- **Description:** Defence Team members working alone or in remote areas have limited access to help.
- **Risk:** Vulnerability to violence, injury, and psychological harm.

11. Handling money/valuables

- **Description:** Defence Team members handling cash or valuables face risks of robbery and assault.
- **Risk:** Physical harm, trauma, and increased stress.

12. Working with the public/third parties

- **Description:** Working with the public or other external parties (clients, contractors, subcontractors). External people are not subject to the standards of conduct that DND/CAF personnel are required to implement and therefore may act in ways that are not in line with those standards. Customers or clients can be demanding and unreasonable.
- **Risk:** Harassment, violence, unreasonable demands, and psychological harm.

13. Working with unstable or volatile person(s)

- **Description:** Situations in which a co-worker or client becomes unstable or volatile.
- **Risk:** Verbal, physical, or psychological violence.

14. Conflict with others

- **Description:** Disputes from task interdependence, personality clashes, work style or leadership style differences or poor communication.
- **Risk:** Workplace tension, harassment, and psychological harm.

15. Family Violence

- **Description:** an abuse of power or abusive behaviour within a relationship of family, trust or dependency, or from someone with whom there is an intimate relationship. Tactics used by abusers could include:
 - Make or send repeated and/or harassing phone calls, emails and text messages
 - Contact coworkers/CoC/manager
 - Stalking at/or near the workplace
 - Personal visits to the workplace
 - Spread lies disguised as concerns
 - Destroying work
- **Risk:** Stalking, harassment, intimidation, and emotional trauma

Annex D: Training

Defence Team members are required to complete the following mandatory training (available through the Canada School of Public Service) within the first 3 months of employment and at least once every three years thereafter:

- DND Defence Team members must complete the [Preventing Harassment and Violence Prevention in the Workplace for Employees \(WMT101\)](#)
- Chains of Command, managers and supervisors, Workplace Health and Safety Committee members, Health and Safety representatives, and CAF Safety Committee
- must complete: both [Preventing Harassment and Violence Prevention in the Workplace for Employees \(WMT101\)](#) AND [Preventing Harassment and Violence in the Workplace for Managers and Health and Safety Committees \(WMT102\)](#)
- Designated Recipients must complete WMT101, WMT 102 and [Preventing Harassment and Violence in the Workplace for Designated Recipients \(WMT103\)](#)

Note: CAF members have access to register for Canada School of Public Service training. For CAF members with questions or concerns accessing the course through CSPS, please contact CAF.RegistrationRequiredTraining@forces.gc.ca

Annex E: Negotiated Resolution

The negotiated resolution is an opportunity to have an informal, collaborative, and positive discussion to find preventive measures between the CoC/manager and/or the DR, the PP and the RP, if applicable.

What <i>is</i> a Negotiated Resolution: An opportunity to: • share harassment and or violence experience and impact; • share tangible measures that can be implemented to resolve and prevent further occurrences; • negotiate a resolution in a unified way. • respond and prevent harassment and violence in the workplace; • restore and mend the relationship between parties involved.	What <i>is not</i> Negotiated Resolution: Not an opportunity to: • accuse, confront or discipline; • make a request that does not fall in line with responding or preventing the occurrence; • make orders through confrontation; • resolve other issues. Ex: classification issues, collective agreement, letter of expectations, performance management, etc; • to make unreasonable requests.
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Annex F: Preventive Measures

As harassment and violence are seen as risks to the overall workplace health and safety, prevention measures are implemented by the CoC/manager to ensure that a PP feels safe and comfortable in the workplace all whilst preventing occurrences. Therefore, during the negotiated resolution, the PP and CoC/manager will negotiate preventive measures to address the occurrence in the workplace. The following are key preventive practices that all Defence Team members are encouraged to adopt:

Behavioural and Interpersonal Practices

- Respect the dignity and value of every person by treating all individuals with fairness, empathy, and professionalism.
- Recognize and manage unconscious biases and respond constructively when others exhibit bias.
- Address early signs of interpersonal conflict to prevent escalation and maintain a collaborative environment.
- Use inclusive communication, including learning and using colleagues correct names and pronouns.
- Avoid spreading malicious rumours or gossip, which can contribute to a toxic workplace culture.
- Encourage a culture of accountability by addressing discriminatory behaviour—including racist, sexist, or otherwise harmful comments or actions—with care and a focus on learning and growth. Adapt communication styles to ensure respectful and effective interactions with diverse colleagues.
- Provide documents and communications which are accessible.

Training and Awareness

- Provide workplace training on:
 - Effective communication and respectful dialogue.
 - Conflict resolution and de-escalation techniques.
- Completing mandatory training on WHVP.

Workplace Design and Environment

- Modify physical spaces to reduce risks, such as:
 - Changing office locations to improve visibility or reduce isolation.
 - Reviewing workloads to prevent stress-related conflict.
 - Ensuring safe and accessible access to buildings and facilities.

Administrative and Organizational Practices

- Conduct regular WHVP assessments to identify and address risk factors.
- Implement strong internal procedures to clarify work objectives and procedures to reduce ambiguity.
- Establish clear roles and responsibilities for the organization in preventing and responding to incidents.
- Review internal policies and procedures to identify and eliminate any that may be discriminatory or exclusionary.

These measures are part of the organization's broader commitment to prevention and are reinforced through training, leadership modeling, and ongoing communication. All Defence Team members share responsibility in upholding these standards and contributing to a safe and respectful workplace.

Preventive measures for specific identified risk factors can be found in the [WHVP assessment guide](#). The WHVP Centre of Expertise can recommend or assist in developing preventive measures plan for specific incidents or a broader plan for teams or L1s. For support, please contact WHVPCoE-PHVCE@forces.gc.ca.