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CANADIAN  
ARMED FORCES

# CANADIAN ARMED FORCES

## Progress Report Addressing Sexual Misconduct

26 February 2019

Canada 

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## Foreword

In 2015, the Canadian Armed Forces (CAF) initiated Operation HONOUR to eliminate sexual misconduct in its ranks. Over the past three years, through [Operation HONOUR](#), the CAF has taken significant steps to address sexual misconduct, while acknowledging that it still has a long way to go.

This progress report provides a summary of what the CAF has accomplished to date. It highlights areas of success and identifies areas where some efforts have been less successful and more work is required.

Sexual misconduct is a difficult and complex issue, and there is no proven approach to follow. The CAF is learning and improving over time.

In November 2018, the Auditor General of Canada released his assessment of how the CAF is addressing sexual misconduct. The Auditor General acknowledged the progress but indicated that the CAF needed to strengthen its response in three key areas: victim support, education and training, and use of independent external advice, guidance and authority. The CAF acknowledges and supports the Auditor General's findings and is taking action to address them.

The CAF also remains committed to implementing the 10 recommendations contained in the [External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces](#). In light of the Auditor General's findings and its own internal review of Operation HONOUR, the CAF has reassessed the implementation of the recommendations. As noted in this report, it was determined that, in some cases, the CAF needs to go further or adjust its approach to achieve the results it is seeking for victims and for the institution.

Support for victims has been, and will continue to be, the CAF's main effort for the next phase of Operation HONOUR. In addition, the CAF will be shifting more efforts towards achieving culture change. Specifically, the CAF needs to focus on the purposeful, deliberate redefinition of institutional values, attitudes, and beliefs to ensure that every member shares a common understanding of duties and responsibilities, including the obligation to look after each other and all members.

This fourth progress report on Operation HONOUR explores the thinking and approach behind the CAF's efforts, what has been learned and achieved to date, and the plan moving forward, as the work continues to establish Operation HONOUR as a permanent part of this noble institution.

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# Part 1 – Context of the CAF’s Sexual Misconduct Problem

## Introduction

The initial Canadian Armed Forces (CAF) reaction to the need to address sexual misconduct was to identify four well-defined lines of effort: understand the issue; respond to the incidents of sexual misconduct; support persons affected by sexual misconduct; and prevent sexual misconduct from occurring in the first place. These lines of effort continue to guide Operation HONOUR as it expands to include the longer-term challenge of shifting from the immediate response to sexual misconduct and the sexualized culture confirmed in the 2015 External Review Authority (ERA) report by former Justice Deschamps report towards institutionalizing cultural change.

## Background

The CAF continues to face the serious problem of sexual misconduct. Much has been done, and is currently being done, to address and eventually eliminate this complex cultural affliction, but at this juncture it is still very much a work in progress. There is much yet to be achieved.

The most recent indication that the CAF had a significant sexual misconduct problem came in the spring of 2014 when a national front-cover news report indicated that the phenomenon was rife within the Canadian military. Most CAF members, including its leaders, were quick to dismiss this account as exaggerated and sensationalist. After all, widespread sexual misconduct in the CAF had been identified in the late 1990s (also prompted by media scrutiny) and addressed through a series of corporate directives and training initiatives implemented over an extended period of years. The possibility that this approach was ineffective, and that sexual misconduct remained an issue within the CAF seemed improbable. Nor did it square with the run of apparent operational successes the organization had experienced in the post-2000 period, which necessarily demanded high levels of cohesion, compassion and courage. Instead, it was generally believed that the cases of sexual misconduct that had periodically surfaced in the intervening post-2000 period were isolated cases that frequently occur in any large organization.

Despite this prevailing scepticism, Canadian Armed Forces’ strategic leadership decided that further examination was warranted. In the summer of 2014, the then CDS triggered an internal review to examine the situation in greater detail. When the results of this review were less than conclusive, the CDS commissioned an intensive external review—an unprecedented move for the CAF. Former Supreme Court Justice the Honourable Marie Deschamps was asked to serve as the External Review Authority (ERA). Her mandate was straightforward—get to the bottom of the problem and deliver an objective and representative evaluation. To achieve this, she was granted unfettered access to the CAF and its members.

The results of the external review submitted in early spring of 2015 were unequivocal and highly alarming. Madame Deschamps declared that sexual misconduct in the CAF was both widespread among its ranks and endemic to its culture. She further stated that the CAF suffered from an underlying sexualized culture that was hostile to those targeted, primarily female and LGBTQ members. Aside from being highly inappropriate and disrespectful to the women and men proudly serving the nation, this prevailing culture was conducive to more severe incidents including sexual harassment and sexual assault. In short, the existing situation was as unacceptable as it was deplorable.

This judgement came as a shock to many serving and retired members of the Canadian military community simply because it did not reflect their particular professional environment, past or present. However, it did accurately reflect the experience of those that had suffered from sexual misconduct, many of whom had remained silent. The fact was that Mme Deschamps’ assessment was a reality for these current and former members, which meant it was a reality for too many. The CAF could not ignore that it had a serious problem of rampant sexual misconduct.

While there remained some holdouts who still refused to believe that the issue was as dire as presented, there was a palpable sentiment of disgust and outrage amongst a preponderance of CAF members, as well as ex-

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members. They openly questioned how such a proud and accomplished national institution could be a sanctuary for such shameful, and in some cases predatory, behaviours and attitudes. This unfathomable contradiction was difficult for many to reconcile.

The CAF responded swiftly to the Deschamps evaluation. The ERA Report was publicly accepted in April 2015, sending a loud message to all concerned or interested that the institution would not hide from this profoundly troubling assessment. The CDS publicly expressed the CAF's commitment to address sexual misconduct as a top Canadian Armed Forces' priority. As an initial measure, the CAF established a sub-organization charged solely with developing and coordinating the CAF's response to sexual misconduct. This was another decision unprecedented in the organization's long history.

The impetus for the CAF's assertive posture was threefold. *First*, the CAF had a moral obligation to ensure that in return for the dedication and commitment of Canadian sailors, soldiers and aviators in defending Canada and Canadian values—including the very real possibility of serious injury or even loss of life—every single member of the CAF deserved to be treated with dignity and respect regardless of gender, background or preference. *Second*, any erosion of the cohesion and camaraderie central to a professional fighting force was a threat to the long-term operational effectiveness of the CAF. *Finally*, the CAF's service to the nation was underwritten by the longstanding trust of Canadians toward the institution. Any breach of this foundational national confidence would ultimately undermine the Canadian Armed Forces' capacity to fulfill its mission.

The CAF's commitment to addressing sexual misconduct intensified with the arrival of the current CDS, General Jonathan Vance, in the summer of 2015. General Vance committed to taking a direct hands-on approach to the undertaking, assuring stakeholders that he would actively lead it from the front. He also enhanced the endeavour's objective from *addressing* the CAF's sexual misconduct problem to *eliminating* it—an aim he was, and remains, convinced a world-class professional fighting force must absolutely aspire to. It was obvious the corporate approach employed in the late 1990s/early 2000s had not succeeded. As a result, General Vance implemented the same direct approach to planning, executing and evaluating the organization's response to its sexual misconduct problem as the one the CAF has successfully employed for operations across Canada and around the world for many years.

## Operation HONOUR

Operation HONOUR was launched on August 14, 2015. This shift from *organizational* to *operational* imperative was hugely significant because it attached to the endeavour the same priority as the myriad of war-fighting, peace-enforcement, emergency and humanitarian operations the CAF had executed with little pause over the past two-plus decades. The goal of Operation HONOUR was to eliminate sexual misconduct in the CAF by *connecting CAF members across the organization to this imperative in a language and with a focus they understood instinctively and responded to reflexively*. Adopting an operational approach to an institutional imperative was designed to generate decisive results under challenging circumstances, just as the CAF has done in military operation after military operation throughout its contemporary history.

Although the Deschamps Report was extremely revealing, CAF senior leadership knew that the institution needed a more comprehensive **understanding** of the underlying causes of its sexual misconduct problem; it needed to **respond** to incidents as they occurred; it had to **support** victims; and ultimately, it needed to **prevent** sexual misconduct from occurring in the first place. To help achieve this, a series of associated research initiatives were launched, along with consultations drawing upon a range of internal and external expertise, including from our allies. The aim of this research and collaboration was to significantly increase the CAF's comprehension of the problem over time, allowing it to develop and implement viable, sustainable solutions that would meet the unique requirements of a military environment.

The cornerstone of the CAF's comprehensive research was the sexual misconduct-specific survey of the entire uniformed constituency—another significant organizational first. The initial iteration of these cyclical CAF-wide surveys was conducted by Statistics Canada at the CAF's behest in fall 2016, with the intention of repeating the process every two years.

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The initial Statistics Canada survey released in late 2016 confirmed most of the ERA's findings, dispelling any remaining doubts that the problem of sexual misconduct was real and pervasive. It further reinforced to strategic leadership that only a seminal re-shaping of the behaviours and the attitudes expected of CAF members would solve the problem. Accordingly, the CAF needed to first trigger and then galvanize sustained culture change across the institution—a fundamental change in beliefs and attitudes to foster values-based approaches instead of a narrower focus on “results/outcomes.”

## A Contemporary Societal Affliction

Sexual misconduct is certainly not unique to the Canadian Armed Forces as contemporary news coverage emphasizes almost weekly. Although it does not in any measure diminish the CAF's sexual misconduct problem, the *#MeToo* era has brought into clear focus the astonishing prevalence of this societal affliction around the globe. Indeed, no element of modern western society has gone unaffected, including government; the corporate and business sectors; the sports, entertainment and artistic worlds; the courts; and the academic environment. While the public spotlight has often fixated on police and military forces, the blight of sexual misconduct has transcended beyond these power and rank-based, rigidly hierarchical, highly traditional and male-dominated organizations. Regrettably, sexual misconduct is globally and societally ubiquitous. This context does not minimize the institution's obligation to both its members and Canadians—the CAF remains completely committed to this imperative regardless of its deep pervasiveness beyond the Canadian military community. The changes to the CAF education and training curricula will require an immense amount of work from all services and learning institutions, as well as audit and validation.

## The CAF and Sexual Misconduct

The effects of sexual misconduct have been well documented through high-profile incidents and situations over the past several years. Sexual misconduct produces frustration, confusion, anxiety, resentment, mistrust and fear that can extend even beyond the victim. While victims experience a litany of harmful impacts—including very real psychological and physical consequences—the result is also a toxic mix for the organization. The impact is uniquely serious for the CAF where the working environment is often volatile and the consequence of error frequently fatal. In a milieu where trust, cohesion and collaboration are critical to mission success, the effects of sexual misconduct can be catastrophic.

Equally important, the CAF must be held to a higher standard than almost any other organization by virtue of its mission of defending the nation and its values. It cannot defend these values if it does not wholeheartedly and unwaveringly embody them in any environment or circumstances. Exemplifying the beliefs and values that Canada stands for is, and must remain, a major focus of the Canadian Armed Forces.

## The Complexity of Addressing Sexual Misconduct

The *#MeToo* movement has brought three truths into sharp relief. *One*, there are no easy solutions to changing behaviors and reshaping attitudes relative to sexual misconduct. Instead, the solutions are as intricate and elusive as the problem is complex, demanding solutions tailored to each constituency and circumstance. *Two*, there are very few quick fixes in reshaping sexual misconduct-related organizational culture. While rapid action is necessary to curb offending behaviours and better support victims, the process of inculcating sustained culture change is inevitably a long-term undertaking.

The *third* truth of sexual misconduct-related culture change is that while behaviors can be impacted in the short-term through linear, punitive-based methods, the behaviour reverts to the previous level once direct oversight is removed. Enduring change is only achieved by reshaping attitudes and beliefs. To change the way members act, the CAF must change the way members think—and this is a gradual process measured in years rather than weeks or months.

Stated succinctly, instigating and normalizing such enduring change requires a significant and sustained investment in effort and time. There are no shortcuts.

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## Part 2 – The CAF’s Immediate Response

The CAF’s immediate response to its sexual misconduct problem, as driven by Operation HONOUR, consisted of several initiatives across the four lines of effort including:

- developing a support capability for affected persons, including the stand-up of the SMRC;
- increasing awareness of the CAF’s sexual misconduct problem and the institution’s expectations of member behaviours and attitudes;
- more assertive posture of military leadership at all levels in being vigilant regarding situations of sexual misconduct and diligent in responding to these both in terms of victims and offenders;
- developing and implementing the start of a modern, tailored national tracking system providing the CAF with a recurring depiction of the problem;
- assessing the CAF’s training and education content and delivery regarding sexual misconduct, an area which continues to be refined during implementation; and
- launching a recurring comprehensive research program to provide a stronger short, mid and long-term understanding of the scope and prevalence of the CAF’s sexual misconduct problem.

### Competing Imperatives

The ERA Report made it obvious that a sophisticated solution was required to address sexual misconduct in the CAF because of the sheer size and scope of the Canadian Armed Forces and the complex nature of the issue. The fix had to be multi-dimensional, specifically tailored to the unique circumstances of the CAF’s situation. That meant conducting extensive research, collaboration, conceptualization and development before such a solution was in place, all of which required time.

It was equally evident that CAF members continued to be victimized by sexual misconduct as time passed. For victims and those close to them the prospect of waiting for a solution until after all the deliberations were complete was intolerable. They were suffering and needed their situations to change quickly—they needed an immediate end to the malicious behaviours and access to improved care support to counter the harm already done.

### Responding Immediately and Deliberately

It was this pressure to move both rapidly and slowly—immediately but deliberately—that shaped the dual-focused configuration of Operation HONOUR from the outset. The immediate response would be just that—a series of decisions made and actions taken quickly, aimed at curbing offending behavior and enhancing victim care and support. Concurrently, a sequence of long-term imperatives, such as modernizing policy, would be developed and implemented, intended to set the conditions for enduring culture change before institutionalizing it across the CAF. Operation HONOUR’s core focal points remain immediate response and long-term change.

This response, much like first responders arriving at the scene of a fire, prioritized minimizing the impact on lives. Though they promptly fight the blaze to stop it from spreading, the most pressing objective is to get anyone in danger out safely. Once people have been taken care of, the full effort shifts to putting the fire out permanently.

For Operation HONOUR the approach is similar—the priority in the short term is providing support to persons affected by sexual misconduct and dealing with perpetrators. But as this is occurring, the much longer-term deliberate campaign to trigger the enduring attitudinal change necessary to eliminate sexual misconduct is progressively enabled, implemented and evaluated.

### The Role of Leadership

Central to this two-staged approach of immediate response and deliberate culture change is the role that CAF leadership across the institution have to play—especially at the most junior leader level where the practice of sound leadership typically has its most profound effect. While a directed, top-down, and to a significant degree



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discipline-focussed, approach to rapid behaviour change would likely generate quick preliminary results—as appears to be the case in the early going of Operation HONOUR—the reality is that enduring culture change cannot be imposed through orders and sanction.

Instead, sustained CAF culture change depends on the ability of military leadership across the organization to:

- make the constituency aware of the required culture change;
- enable CAF members to understand this change and its implications to both the individual and the institution;
- provide alternate behavioural models to replace outdated and harmful behaviours that inhibit the desired change;
- generate trust in this change by underscoring the new values, most notably through personal example, as well as demonstrating acute vigilance and diligence vis-a-vis situations of sexual misconduct;
- encourage CAF members to embody this change as these new values become increasingly pervasive within their everyday professional environments; and
- ultimately influence members to normalize these values as the new behavioural and attitudinal norms of CAF life.

So, while it was recognized that strategic leadership needed to both set the example and establish the tone and conditions required to catalyze culture change, it is clear that the true arbiter of whether the change would succeed would be the men and women of the CAF. They would buy into it, accept it but not be actively involved because they were not personally impacted, or dismiss it. And these grassroots members across the organization were most likely to turn to their immediate leaders—those they most implicitly trust with their safety and well-being—to decide whether to accept and embody the change, or not.

## The Operational Approach

The operational approach adopted to address sexual misconduct differed from the previous corporately focussed attempts which had failed to produce decisive effects on sexual misconduct. A military operation is, by definition, agile and responsive to the fluid conditions inherent in most operational environments. Given the complexity of eliminating sexual misconduct from a multifaceted organization such as the CAF, the nimbleness of an operational approach was likely to deliver more decisive results.

A formal operation order establishing Operation HONOUR was initiated in August of 2015. This was subsequently buttressed by four fragmentary orders, a CANFORGEN, and a formal CDS directive on the retention of affected persons. Written orders covered a number of aspects of the CAF's sexual misconduct problem, adjusting and refocussing certain components of the endeavour as circumstances changed.

As a deliberate effort to shape and support long-term change, Operation HONOUR is firmly anchored in the 2017 Defence policy *Strong, Secure, Engaged*, institutionalizing the commitment in the most substantive way possible.

Finally, also intended to support long-term change, Operation HONOUR has influenced several evolving legislative initiatives including Bill C-77 tabled in May 2018 on military justice reform. This bill focusses specifically on Victims' Rights and includes a formal Declaration of Victims' Rights, Victim Liaison Officers, a formal Complaints Process, specific direction on Victims' Rights at courts martial, as well as Indigenous sentencing considerations.

## Immediate Response

Operation HONOUR's immediate response was designed to provide improved access and support to CAF members affected by sexual misconduct, curb sexual misconduct-related behaviors, and increase vigilance at all levels of leadership.

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The CAF's immediate response to sexual misconduct hinged on sending a strong, clear and highly visible message to all CAF members. The CDS did this with the launch of Operation HONOUR, which was broadcast live on multiple national news networks, conveying in the clearest of terms the CAF senior leadership's commitment to eliminating sexual misconduct.

This announcement was followed by periodic Operation HONOUR-specific media engagements by the CDS and senior leaders on his behalf to deliver formal updates or respond to specific interest. This proactive approach had internal and external impacts: (1) it expressed the CAF's predominant concern for the victims of sexual misconduct while outlining the resources at their disposal and the methods of accessing these (2) it communicated to all audiences the CAF's ongoing and unequivocal commitment to eliminating sexual misconduct among its ranks; and (3) it reiterated to serving military members precisely what the CAF's expectations were, and are, regarding both behaviours and attitudes related to personal interaction and gender, orientation or background.

These interactions were reinforced by a series of written orders expanding upon Operation HONOUR by providing guidance needed for initial implementation and subsequent execution. These were issued to the chain of command, reinforced by in-person direction provided by the CDS to his senior commanders and then repeated throughout the various levels of the organization. The same process was replicated by the Canadian Forces Chief Warrant Officer to senior Non-Commissioned Members, ensuring a parallel communication throughout that network. This resulted in briefing sessions held from coast-to-coast where leaders communicated to their subordinates exactly what Operation HONOUR was, why it mattered and what was expected of everyone in uniform.

Every member of the CAF received a Pocket Card soon after Operation HONOUR's launch, outlining its objective, how to access related information or support, how to report an incident, and how to actively contribute to Operation HONOUR-driven change. The card was followed up with the development of the *Respect in the CAF* mobile application providing a single stop online source of all relevant Operation HONOUR information, including the range of options for those who were experiencing or witnessing a situation of sexual misconduct.

Additional content supporting Operation HONOUR was developed and disseminated through an array of platforms including CAF Internet and intranet sites and social media platforms, national and local internal newspapers and journals, and embedded video messages and clips. Finally, a manual expanding on the mobile application with more comprehensive content bringing all key Operation HONOUR information and references together in a single product is currently being developed and will be distributed in early 2019.

An important part of this pan-CAF awareness campaign focussed on the fundamental responsibility of the chain of command at all levels to respond assertively to situations of sexual misconduct—which the ERA Report observed was not occurring consistently within the CAF.

Getting the word out to members and leaders identifying the importance of Operation HONOUR while reaffirming the behaviours and attitudes expected of all those wearing the uniform was only part of the immediate response. Another was reaching out to internal and external partners, including practitioners, researchers and advocates, to gain a better understanding of the problem and how best it could be addressed. Canada's major international allies were consulted as part of this process, as were national organizations and institutions with structural similarities to the CAF (e.g. the Vancouver Police Service, Calgary Police Service and Peel regional Police). The objective was to gain as much insight from other organizations with similar challenges as practicable, including best practices, lessons learned, approaches and methodologies that might be applicable to the CAF.

A cornerstone of Operation HONOUR's immediate response was rapidly improving support to CAF victims of sexual misconduct. In the span of only several months, the Sexual Misconduct Response Centre was created and stood up. Another first for the CAF, it was independent of military leadership and thus able to provide CAF victims with a support option outside of the chain of command. This meant that victims, as well as other CAF members, could anonymously consult a trained subject matter expert about sexual misconduct without initiating an obligatory reporting process. While the preliminary range of services and operating hours were initially limited,

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the stand-up of the SMRC represented a landmark development in terms of the CAF supporting victims of sexual misconduct.

The SMRC has evolved appreciably since its establishment, now providing 24/7 access to an expanded range of offerings including one-on-one, private and confidential interaction with qualified counsellors who help victims explore care and support options and make informed choices. These counsellors know the CAF environment and have experience working with people who have experienced sexual trauma, sexual harassment, and other inappropriate sexual behaviour. If following this consultation the victim wishes to access other services, this follow-on interaction is facilitated by the SMRC.

This creation of the Sexual Misconduct Response Centre, and the heightened awareness of the chain of command in terms of the crucial early support needs of victims, increased the overall level of information and advice provided. Though this represented but a waypoint in the evolution of victim support to CAF members of sexual misconduct, it nonetheless provided them with greater attention and more viable options than were available before Operation HONOUR.

Data collection and tracking of the CAF's sexual misconduct problem was also addressed as an immediate Operation HONOUR priority. The ERA report identified that the CAF possessed an inadequate empirical understanding of the prevalence of sexual misconduct within its ranks, a finding subsequently buttressed in the 2016 Statistics Canada survey on sexual misconduct in the CAF. This survey provided significant insight into both the nature and scope of sexual misconduct in the CAF, including sexual harassment and sexual discrimination. Previously the CAF relied on a largely piecemeal perspective of the issue, resulting in inference and extrapolation.

To address this gap, the existing CAF-level sexual misconduct tracking protocol was completely re-engineered, leading to the recent inception of the Operation HONOUR Tracking and Analysis System, or OPHTAS, which reached initial operating capability on 1 October 2018. OPHTAS will provide the capability to track and manage information more effectively and present a clearer picture of sexual misconduct within the CAF. However, even when fully implemented, OPHTAS will still rely on the willingness of members to report and the quality of data entered into the system.

Once mature, OPHTAS, alongside several other databases,<sup>1</sup> will equip CAF strategic leadership with a much better awareness of the sexual misconduct situation as it evolves, enabling the CDS and senior leaders to quickly adjust Operation HONOUR in response to prevailing and emerging trends.

Training and education were a key part of Operation HONOUR's early response. Understanding that awareness alone was not likely to be enough to modify behaviours and eventually change attitudes, a training needs analysis was conducted. This review, although it lacked external expertise and advice as noted by the OAG report, spanned the entirety of the CAF's education spectrum, from initial recruit training through to advanced professional development. Operation HONOUR is now embedded in education and training programs across the CAF as an outcome of this review.

Two key training products emerged from this evaluation to fill gaps identified in the review. The first was a *Bystander Intervention* training package, designed as a rapid training package to reiterate CAF member understanding of institutional behavioural and attitudinal norms regarding sexual misconduct while reinforcing consistently appropriate member comportment. As the name implies, much of the focus was on mobilizing

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<sup>1</sup> Integrated Complaint Registration and Tracking; Security and Military Police Information System; Justice Administration and Information Management System and SMRC database. While on similar platforms, they are not able to exchange information at this time, nor will the confidential SMRC system communicate with others at any time.

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bystanders—seen as a key to promptly altering offending behaviours. This is a common training approach within other Canadian institutions.

This training was rapidly developed and implemented across the CAF's bases and wings, as well as to internationally deployed personnel, as part of the CAF's immediate response. The training is compulsory for all personnel within the CAF.

While lacking independent confirmation, *Bystander Intervention* training appears to have contributed to shaping member awareness of Operation HONOUR.

The second output of the sexual misconduct-related training review was the creation and implementation of the *Respect in the CAF Workshop*. This workshop, delivered by trained individuals, provides an in-depth perspective of institutional behavioural and attitudinal expectations and norms in a dynamic interactive format. As with the *Bystander Intervention* training package, the workshop is being refined as it evolves. However, even in its initial form it represented a significant improvement over the training content on offer to CAF members pre-ERA Report, and has made a positive difference in the immediate response.

The final element of Operation HONOUR's immediate response was the extensive research effort launched by the Director General of Military Personnel Research Analysis (DGMPRA). A tremendous amount of valuable information has been produced that can provide CAF leadership with a much better understanding of the sexual misconduct problem, although a challenge remains in ensuring this material is effectively communicated. This research was punctuated by the introduction of the recurring Statistics Canada CAF-wide surveys on sexual misconduct—the first of which was conducted in 2016. This survey is designed to provide the CAF with comprehensive pan-institutional data points on a two-year cycle, allowing it to plot Operation HONOUR's progress in eliminating sexual misconduct. The results of the second iteration of the CAF-wide survey will be published in the spring of 2019.

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## Part 3 – Culture Change

### Context

The Canadian Armed Forces' operational culture has slowly developed over time and, like the culture within any institution, it has been impacted by internal experiences and external influences. The CAF has a proud history and an excellent reputation as a fighting force, earned in war and peacetime operations, and its culture reflects that. The overarching characteristics of duty and honour have remained constant within the institution; however, the deliberate refocussing of CAF culture needs to emphasize the understanding of the existing ethical standard of treating all persons with dignity and respect.

### CAF's Commitment

The commitment of the CAF to ensuring culture change is clearly articulated in the Canadian Defence Policy, which "...affirms our commitment to work towards solutions that result in positive and enduring culture change."<sup>2</sup>

The CAF must reflect the highest values of Canadian society to attract and retain members and appeal equally to all Canadians, to meet our diversity goals. Establishing a lasting change will take a significant and ongoing effort, during which the CAF will continue to target sexual misconduct.

*Duty with Honour: The Profession of Arms in Canada*—the foundational document of the CAF—is built upon unwavering trust in peers and in the chain of command. The existence of sexual misconduct threatens trust; the need to maintain it is the driving force behind Operation HONOUR.

Culture change will come to the CAF from two directions—leadership inspired example and commitment from all levels of the organization. The voices of those impacted by sexual misconduct in the past and their advocates will continue to play a major role in this evolution. In the long-term, every member of the CAF is vital to the effort to shift from the strong disciplinary approach to the stable, respect focussed norm that the CAF seeks. This change cannot simply be directed—it must grow out of individual beliefs, changing unit environments and institutional norms and values.

FRAG O 4 issued in March 2018 outlines the major elements required to support the shift from initial response to deliberate, values-based long-term change affecting attitudes and beliefs. This will ensure the cultural evolution necessary to permanently influence the CAF leading to the implementation of the ERA's recommendations.

The need to develop a clear culture change model, supported by consistent and reliable performance measures that will guide the CAF change process, is essential to this effort. The CAF has been tracking the impact on behaviour of Operation HONOUR—it is now time to expand the tracking of incidents to assessing the effectiveness of the move towards culture change—moving from outputs to outcomes. Annex A presents a high-level summary of current Operation Honour statistics.

A permanent governance model will be developed and implemented to institutionalize the necessary elements of Operation HONOUR. A strategy will be articulated, and a campaign plan produced, illustrating how the CAF will institutionalize the culture change, resulting in a CAF where every person is treated with dignity and respect.

The culture shift necessitated by sexual misconduct within the CAF will not impact those aspects of the culture that have been critical to the operational effectiveness the institution has demonstrated in the past. Respect for and trust in our military colleagues is a fundamental tenet of military professionalism and will remain central to the culture.

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<sup>2</sup> Strong, Secure, Engaged – page 27.

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## Part 4 – Operation HONOUR—What Worked and What Did Not

The complexity of addressing sexual misconduct within an institution as diverse and unique as the Canadian Armed Forces necessarily imposes challenges in developing and executing an initiative of the magnitude of Operation HONOUR. Not surprisingly, the endeavour has experienced both success and shortfalls in the first three years of the operation.

The CAF considers the following initiatives as successful outcomes of Operation HONOUR. The organization recognizes the significant amount of effort invested by members and leaders across the institution in bringing about this success:

- Enhanced CAF-wide awareness of sexual misconduct within the institution and Operation HONOUR's role in eliminating it;
- The CAF's ability to assist and advise victims, primarily through the expansion of the SMRC, but also through the awareness training of front-line personnel, such as military police, legal and medical staffs across the CAF about sexual misconduct and its impact on victims;
- Improved response to victims' complaints at regional and local levels through the continuing development and establishment of the Integrated Conflict and Complaint Management (ICCM) program;
- Growing ability of the CAF to track incidents of sexual misconduct nationally, enabling more informed leadership engagement and intervention;
- The improvement in military police capability to support victims and process incidents, including the maturation of the sexual offence response teams;
- A more victim-centered approach to the prosecution of cases within the court martial system;
- The implementation of positive steps to ensure that all cases, including those of sexual misconduct, are tried in the most efficient manner possible;
- Comprehensive evaluation of existing sexual misconduct-related training and education content, and subsequent development of *Bystander Intervention Training* and *Respect in the CAF Workshop* packages;
- Integration of external collaboration, advice and guidance, primarily through the establishment of the External Advisory Council;
- An enhanced understanding of sexual misconduct in the CAF through a range of research initiatives including the cyclical Statistics Canada CAF-wide surveys; and
- Amendments to CAF release policy for victims releasing from the CAF. Specifically, that all CAF members known to have medical employment limitations that are attributable to sexual misconduct are given every opportunity to continue their service and are not administratively disadvantaged by their illness or injury while they recover, during their transition to another occupation, or to life outside the CAF.

### Awareness

Members of the CAF exhibit a high level of awareness of sexual misconduct and the actions being taken to combat it across the organization. The senior leadership, led by the Chief of Defence Staff, have made it very clear that such behaviour will not be tolerated, and that the chain of command is to be fully engaged in ensuring such behaviour ends. At the same time, the importance of encouraging victims and bystanders to come forward, ensuring they receive the necessary support throughout the process, has grown significantly.

### Victim Support

The CAF must make enhanced victim support a priority. The SMRC is an essential element in providing victim support for the CAF and their assistance in ensuring effective culture change for the CAF is equally important.

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In response to the OAG recommendation to develop a comprehensive and integrated victim case management service, the SMRC, in support of the VCDS, will develop an integrated, national case management system. To facilitate this collaboration, the SMRC Charter will be updated to enable greater engagement with the CAF, without jeopardizing the SMRC's independence. Linked to this initiative must be a fully implemented national victim support plan which will ensure access for all CAF members to a minimum level of support, regardless of geographical location.

The CAF/SMRC partnership will continue and evolve even as other CAF organizations assume greater roles in driving cultural change. The recent OAG recommendation clearly identifies the need for clear definition of roles and responsibilities between the SMRC and CAF. The intent is for the SMRC to be the "authoritative voice" with regards to all relevant aspects of victim support and advocacy. The CSRT-SM will function as the strategic level planning and coordination staff within CAF. The result will be clearer lines of authority and a more integrated victim support capability across the institution and a higher level of awareness that will promote a focus on the dignity and respect of the individual.

## Tracking

There has been an improvement in the basic capability for the CAF to track the prevalence of sexual misconduct incidents across the organization. The information gained from these improvements has allowed more decisive leadership intervention in identifying and intervening in situations to ensure appropriate disciplinary and administrative action and to emphasize victim support.

To increase this capability further, the CSRT-SM will develop an enhanced Performance Measurement Framework (PMF) in collaboration with the Director General of Military Personnel Research Analysis (DGMPPRA), SMRC and other relevant stakeholders. The PMF will assess the output performance of activities as well as the effectiveness of the outcomes identified, and it will be incorporated into the Operation HONOUR Campaign Plan, also under development. This initiative supports the OAG recommendation that identifies the need for a more robust and comprehensive performance measurement framework.

## Military Police/JAG

There have been important developments in the way sexual misconduct incidents are investigated. The Military Police have introduced innovative initiatives, for example the Sexual Offence Response Team (SORT) that has improved victim support and allowed relatively rapid processing of incidents.

Both the Canadian Forces Provost Marshall (CFPM) and Director of Military Prosecutions are responding to incidents of sexual misconduct by implementing a victim centered approach resulting in an improved balance between due process and compassion for the victim.

With respect to the obligation of CAF members to report incidents of sexual misconduct, the CAF will develop updated direction and guidance to clarify CAF members' obligations. To accomplish this, the CAF will launch a working group, led by CSRT-SM and supported by the JAG.

## Education and Training

Education is an effective means to encourage long-term attitudinal change in order to understand the destructive impact of sexual misconduct. Several noteworthy successes have occurred in this area. For example, the institution has identified training and education gaps and rapidly developed and delivered sexual misconduct specific education where needed. *Bystander Intervention Training* and *Respect in the CAF* workshops are now supporting increased incident reporting and victim support. Both increased awareness and increased third party reporting are essential characteristics of the positive culture change being pursued.

## External Collaboration

With a view to broadening the CAF understanding and response to sexual misconduct, an External Advisory Council has been established to allow collaboration with and input from external subject matter experts, victim advocates and other experienced persons who will advise the Executive Director (ED) of the SMRC on how the

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CAF can better understand and respond to issues surrounding sexual misconduct while, at the same time how to prevent and better support victims.

The results of the 2018 Statistics Canada report on sexual misconduct in the CAF survey, to be released in late May 2019, will allow the CAF to establish how specific sexual misconduct related issues are progressing within the institution, with further surveys to be conducted on a biannual basis in order to establish and measure trends. Ongoing *YourSay* surveys, administered by Director General Military Personnel Research and Analysis to provide academic independence, will continue to provide a snapshot in time of the opinions from serving members and insight into how well initiatives are being received at the working level. As the CAF knowledge base concerning sexual misconduct continues to grow, further internal and external research will be triggered to allow the institution to continue to learn how to address relevant issues.

## Less Successful Initiatives

The following initiatives are assessed to be areas where the CAF effort has been significantly less successful:

- The delayed development and implementation of a unified updated policy on sexual misconduct;
- The failure to produce strategic direction and a campaign plan to guide the necessary culture shift;
- The absence of a plan against which to assess performance, creating an emphasis on statistics vice performance measures;
- The establishment of an optimal governance structure between the SMRC and the CAF which protects the independence of the SMRC while allowing enough integration to meet the institutional needs of the CAF;
- Implementation of a consolidated CAF-wide tracking capability to provide a comprehensive institutional picture of sexual misconduct in the CAF;
- Effective strategic communications with CAF members to avoid subject matter fatigue and ensure the continued relevance of Operation HONOUR;
- Sufficient interaction with external entities and stakeholders; and
- Capturing the experiences and lessons learned during the implementation of Operation HONOUR.

## Policy

Implementation of the unified sexual misconduct policy has been bureaucratic and taken far longer than was anticipated. The process originally sought to update a wide range of policies, however this came at the cost of added complexity which diverted focus from key policy areas. This approach is in the process of being streamlined and will deliver the key policy documents in 2019.

## Campaign Plan

The need for strategic direction and a fully coordinated and resourced campaign plan has now been recognized, however, the production of such a plan has not been completed. Significant effort will be devoted to rectifying this deficiency in the coming months, and the CAF will also develop and publish an over-arching strategy to accomplish the necessary culture change.

## Governance

A straight forward governance relationship has not been developed between the CAF and the SMRC, apart from establishing the clear independence of SMRC operations. This deficiency has resulted in a loss of synergy amongst organizations with the shared objective to work on behalf of victims to end sexual misconduct within the CAF. As the role of the SMRC as a major service provider to the CAF expands, this relationship will be addressed as an immediate priority.

## CAF-Wide Tracking

Inherent in any successful strategic plan is the capacity to assess how well the plan is progressing. In the case of Operation HONOUR, much of the initial focus was placed on improving senior leaders' situational awareness



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by providing a more accurate, more meaningful picture of sexual misconduct, resulting in an inordinate focus on numbers of incidents.

Statistical reports on their own do little to explain the effectiveness of specific measures—indeed, in some cases an effective measure may result in an initial increase in reports. A more mature and sophisticated performance measurement approach is essential and is being developed as the CAF looks to the future.

### **Internal Interaction**

The Operation HONOUR message has been circulating within the CAF for more than three years, however in some quarters anecdotal evidence suggests that fatigue with the content is occurring. In light of this and to ensure the continued relevance of the Operation HONOUR message, there is a need to validate and refresh the materials being used; to examine the engagement strategy to ensure all rank levels are involved; and, to encourage leadership at all levels to communicate interactively.

### **External Interaction**

From an external point of view, the CAF has been slow to consult and collaborate with key external stakeholders, especially victims and victim advocates. The initial focus was on connecting external stakeholders, including the establishment of an External Advisory Council, but this area has not progressed as rapidly or as inclusively as was originally intended.

### **Lessons Learned**

Many of the lessons learned over the first three years of Operation HONOUR have not been systematically captured, inhibiting the learning that could take place. This deficiency will be addressed in the campaign plan and will result in a continually improving process.

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## Part 5 – Progress on the ERA Recommendations

While the CAF has undertaken various tracking and research initiatives designed to measure Operation HONOUR's progress in triggering sustainable culture change, the ten recommendations put forward in Mme Deschamps' ERA Report remain the primary barometer of progress.

The CAF has been working diligently in the period since the tabling of her report to successfully implement these recommendations across the institution, an obligation embedded in Canadian Defence Policy.

We recently reassessed our implementation of the 10 recommendations, in light of the Auditor General's findings and our own internal review of Operation HONOUR.

In some cases, we have determined that we need to go further or adjust our approach to achieve the intent of the recommendations.

Two of the ERA recommendations have been fully achieved, one has been achieved in a manner that meets the intent of the recommendation to the extent possible without breaching existing CAF structural, functional or jurisdictional parameters, and the remaining seven continue to progress toward implementation.

### **ERA Recommendation 1: Acknowledge the problem and undertake to address it**

The recommendation requiring the CAF to acknowledge that sexual misconduct is a serious problem permeating the institution and commit to addressing it as a top institutional priority has been **fully achieved**, and it remains an ongoing imperative. CAF leaders at all levels, directed by senior leadership, will ensure that all CAF members continue to be fully cognizant of the threat that sexual misconduct poses to members' health and well-being, the operational effectiveness of the institution, and the long-term success and viability of the Canadian Armed Forces.

### **ERA Recommendation 2: Establish Culture Change Strategy**

Senior CAF leadership is unequivocally committed to implementing this recommendation and they have identified it as one of two Operation HONOUR focal points as the endeavour currently shifts from the immediate response to the inculcation of long-term culture change. Consequently, this recommendation while **not yet fully achieved**, will soon be, with the Operation HONOUR Campaign Plan set for approval and implementation by October 2019.

Currently there is no model for culture change to address institutional level belief system change, however, a formal campaign plan mapping out how the CAF will translate heightened awareness into permanently changed attitudes and beliefs has been initiated.

### **ERA Recommendation 3: Establish a Centre of Accountability**

It is assessed that this recommendation, arguably the ERA's key recommendation, is **not yet fully achieved** but is moving forward expeditiously and will be completely implemented in 2019.

The seminal step in achieving this recommendation was the establishment and ensuing expansion of the Sexual Misconduct Response Centre. As the SMRC evolves, its' responsibilities will increase to eventually cover the full spectrum outlined in the ERA report. The CDS has given clear direction, endorsed by the Deputy Minister that the campaign plan is to feature the accelerated handover of responsibilities to the SMRC. These include aspects of sexual misconduct-related policy development; training modification, delivery and evaluation; data collection and tracking; and overall Operation HONOUR program evaluation to the SMRC.

### **ERA Recommendation 4: Allow independent reporting without triggering a formal complaint process**

The recommended independent reporting, while **not yet fully achieved**, is available to victims of sexual misconduct. Members can report an incident to the SMRC anonymously and be confident that their report will be treated with discretion and their confidentiality respected. Regarding the duty of CAF members to report

incidents of wrongdoing, the CAF will develop updated direction and guidance to clarify CAF members' obligations relating to sexual misconduct. The CAF will launch a working group, led by the CSRT and supported by the JAG, to achieve this.

#### **ERA Recommendation 5: Develop definitions**

This recommendation has **not yet been fully achieved** although much work has been accomplished.

The principal reason for the delay in the approval of the modernized definitions is a bureaucratic failure—the approval process for policy and definitions is laborious with legal and institutional ramifications. Nonetheless, the Operation HONOUR-related definitions should have been finalized by this juncture.

The lack of formal approval of definitions has slowed Operation HONOUR initiatives, causing confusion about terminology and creating some tracking confusion. Modification of existing definitions have been drafted and integrated into training and education content. The CAF will finalize most definitions by summer 2019.

#### **ERA Recommendation 6: Develop unified policy approach (in a single policy using simple language)**

This recommendation is assessed as **not yet fully achieved**. The cause of the delay is once again a bureaucratic failure—the approval process for policy is complex and protracted. The principal sexual misconduct policy document has been drafted and is set to be promulgated by spring 2019 or sooner.

It must be noted, however, that while the overarching unified policy approach identified in the recommendation is not yet in place, some interim policy direction on sexual misconduct has been implemented, temporarily filling the gap as policy development continues.

#### **ERA Recommendation 7: Simplify the harassment process**

This recommendation has been **achieved and will continue to evolve over the next 12 months**. Currently, the Integrated Conflict and Complaint Management (ICCM) program is offering a range of options to deal with harassment, complaints, conflict resolution and grievances with a single point of contact. One of the strengths of the ICCM is its regional model, providing CAF member access at their home bases and wings across Canada. User feedback has been very positive to date, with results being captured in the ICCM Performance Management Framework (details to be published in the spring of 2019 in the ICCM Annual Report). Consequently, the ICCM will play an important role in the CAF's effort in assisting to rectify issues of sexual misconduct at the lowest level.

#### **ERA Recommendation 8: Allow victims of sexual assault to request transfer of the complaint to civilian authorities**

This recommendation is assessed to be **achieved to the extent possible** within existing CAF legal and jurisdictional limitations. Any complainant of a sexual assault in the CAF always has the choice to make his or her report to either military or civilian authorities. Further, even though a complainant of sexual assault initially reported the allegations to the military police, he or she may, at any time, request that the complaint be transferred to civilian authorities. However, there may be instances where investigating or prosecuting authorities may, as a function of their own discretion, take a decision that is contrary to the wishes of the complainant.

Recently, the Director of Military Prosecutions (DMP) has updated several policy directives including those that address consideration of the views of the complainant regarding jurisdiction for prosecution of the offence between military and civilian authorities. The DMP has directed that a prosecutor must seek and consider the views of the complainant when determining the most appropriate jurisdiction for the matter to be dealt with and has set out a number of different factors that a prosecutor must take into consideration including:

- the urgency of resolution;
- safety concerns about possible reprisals from the suspect or others;
- concerns relating to conditions imposed on the suspect following release from custody;
- access to victim support services;

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- physical or mental trauma resulting from the alleged offence;
  - physical or mental trauma resulting from participation in court proceedings; and
  - the needs of any children or other dependents affected by the alleged offence.

Further, if a prosecutor determines that the information in the investigation report does not adequately describe the views of the complainant, the prosecutor is required to follow up with the investigator and request additional information that would assist him or her in taking a decision with respect to jurisdiction. Although the decision of the military prosecutor on whether a matter should proceed within the military justice system is one of prosecutorial discretion, the DMP has also directed that once such a decision has been taken, that the prosecutor responsible for the file shall ensure the complainant is informed of that decision and the associated reasoning behind that decision.

**ERA Recommendation 9: Assign responsibility for providing, coordinating and monitoring victim support to the support centre**

This recommendation is **not yet fully achieved**, although the planned expansion of the SMRC mandate, giving that organization the “authoritative voice” on victim support, will go far in that direction. New approaches to victim advocacy such as the case management initiative are in the development phase through the SMRC.

Within the CAF, a range of victim support initiatives have been implemented, however, the role of advocating for victims of sexual misconduct will continue to be shared across the CAF by various entities, including medical care providers and the chain of command.

**ERA Recommendation 10: Assign to the center, in coordination with other CAF SMEs, responsibility for the development of the training curriculum, and for monitoring training on matters related to inappropriate sexual conduct**

This recommendation is **not yet fully achieved** but will be advanced in 2019. As outlined, the migration of some key Operation HONOUR functions will occur during the current shift. The SMRC will become subject matter experts and standards authority with respect to sexual misconduct education and training. In addition, the SMRC will be engaged throughout the development—delivery—evaluation cycle of training programs—specifically related to victim support and perspective. In the interim, the SMRC has had an active influence in new and revised Operation HONOUR-related training curriculum and standards, providing their unique subject matter expertise, advice and assistance to CAF Training Authorities. The central role of the SMRC will increase markedly as it assumes increased responsibility for sexual misconduct training in 2019.

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## Part 6 – Conclusion

The CAF is an institution rich in history and traditions, both of which have a substantial and positive impact on the culture. Unfortunately, all too often incidents come to light that deviate from the fundamental cultural norm that most CAF members consider acceptable. Occurrences of sexual misconduct, while both shocking and disturbing to Canadians and CAF members alike, demand a cultural evolution within the CAF to ensure that all members are treated with dignity and respect. This evolution is taking place under the auspices of Operation HONOUR, and while the underlying changes are significant, the aspects of the professional culture that have contributed to the competency and pride of the organization will be preserved.

The CAF will continue to enhance and expand the existing partnership with the SMRC and create an environment that will fully care for those impacted by sexual misconduct and sustain a culture where every individual is treated with dignity and respect. The CAF will increasingly partner with the SMRC for support in this effort as we move forward.

The CAF will develop a comprehensive strategy to ensure this culture evolves and will create a strategic plan within six months of the release of this report. This plan will guide the creation of formal governance arrangements and drive policies that will create the conditions to support the success of the culture associated initiatives.

Many of the initiatives that have been, or will be, launched under the banner of Operation HONOUR will be integrated into this plan, and it will provide an ongoing and evolving source of progress. Included in this work will be the development of a comprehensive performance measurement system that will allow a clear understanding of our progress. It takes a very long time to achieve culture change; however, having the knowledge of what is working and what is not will accelerate our success.

As clearly stated in Canadian Defence Policy, every woman and man who serves their country deserves to be treated with dignity and respect—anything less is simply unacceptable. Operation HONOUR relies upon the continuing support of every member of the CAF. The leadership example of the chain of command is essential across the CAF—leadership at all levels is responsible for the way CAF members are treated and will remain accountable for the success of the operation.

The Canadian Armed Forces is a highly professional, combat ready force representing Canada's ability to protect our national interests in a dangerous world as well as our sovereignty at home. The CAF must always remain operationally ready for this mission; sexual misconduct seriously undermines our operational readiness and must be eliminated.

To accomplish our mission, the CAF will continue to leverage the strongest characteristics of our culture to eradicate the worst behaviours that emerge.

# Annex A Operation HONOUR Statistics

## Introduction

Unless otherwise indicated, the information presented in this annex is based on the incidents recorded in the Operation HONOUR Tracking and Analysis System (OPHTAS). OPHTAS is an information management system that was introduced to replace the manual system (spreadsheet) that was used to monitor unit reports after the CAF introduced unit reporting procedures in April 2016.<sup>3</sup>

OPHTAS was launched in January 2018 when the reports of inappropriate sexual behaviour incidents received between April 2016 and December 2017 were entered into the system. Routine unit recording on OPHTAS began in April 2018 and the system reached its initial operating capability in October 2018.<sup>4</sup> OPHTAS is now the primary means of recording and tracking inappropriate sexual behaviour incidents in the CAF. The system is intended to reinforce other reporting processes, including Significant Incident Reports (SIRs), Commanders Critical Information Requirements (CCIR), and annual reports.

## Operation HONOUR: Current Statistics (data verified 7 January 2019)

### Number of reports and types of misconduct recorded

The table below indicates the number of recorded incidents within OPHTAS, involving CAF personnel.<sup>5</sup> The Incident reported column represents the number of incidents that were reported to OPHTAS through the Chain of Command within a specific time period. The “Incidents Reported” figure within a specified period will only change if historical reports are entered in the system or if duplicate reports are identified and removed.

#### Number of Sexual Misconduct Incident Reports (all types)

Fiscal Year	Incidents Reported	Incidents Occurred
2018/2019 (April to September)	149	141
2017/2018	420	371
2016/2017	479	468

Reports can be made at any time and could be reported within a different month or fiscal year of the incident occurrence. There is no time limit for reporting an incident. Therefore, the “Incidents Occurred column” will increase over time as additional incidents are reported.

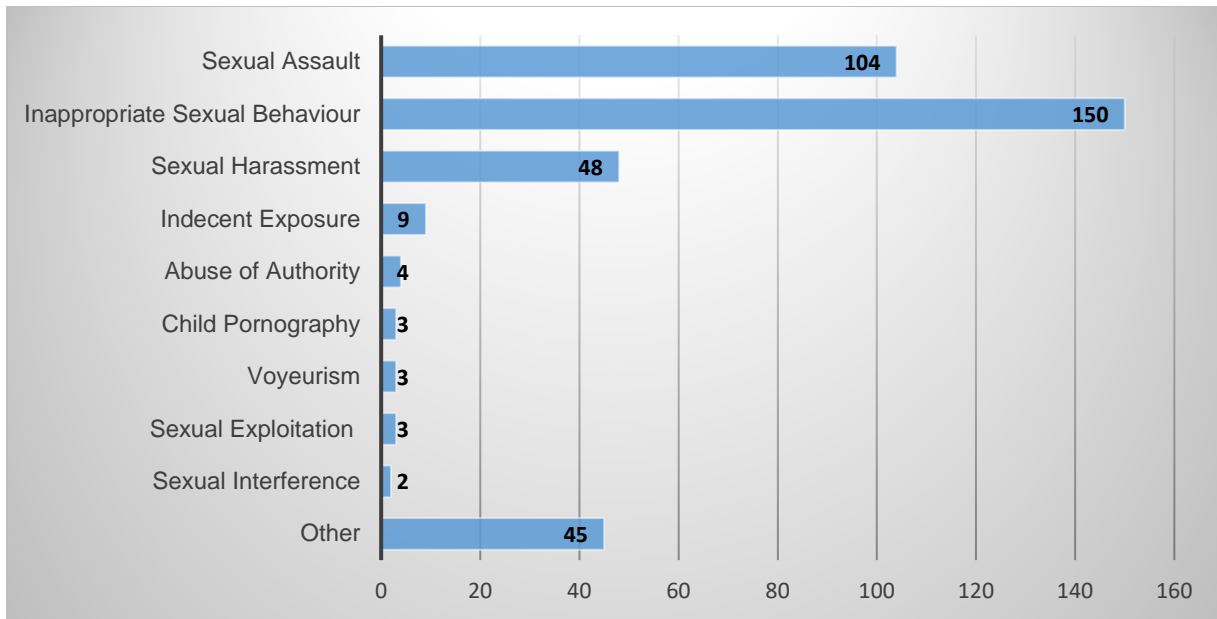
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<sup>3</sup> Unit reporting was formally directed in Fragmentary Order 002 to the Operation HONOUR Operation Order.

<sup>4</sup> Initial operating capability was achieved when all CAF commands began using OPHTAS.

<sup>5</sup> These incidents involve CAF personnel who reported as either respondents and/or complainants. The figures do not include incidents involving civilian on civilian misconduct.

**Table 1: Types of Sexual Misconduct Recorded Within OPHTAS Fiscal Year 2017/2018**



The most prevalent type of Sexual Misconduct is inappropriate sexual behaviour. Examples of inappropriate sexual behaviours are, but not limited to: frequent use of belittling or sexual language referring to body parts, appearance, sexual orientation or gender; visual displays of degrading or offensive sexual statements or images; frequent use of highly degrading expressions, sexual innuendos or sexual jokes; or other actions of a sexual nature not specifically directed at an individual or group. Sexual Assault accounts for the second most prevalent type of incident reported in OPHTAS.

**Number of Sexual Assaults Reports (all types)**

Incidents of Sexual Assaults recorded within OPHTAS are reflected in the table above and involve CAF members who are either the complainant<sup>6</sup> or the respondent<sup>7</sup>. The table below outlines the sexual assaults that have been reported to the chain of command and consigned within OPHTAS since a CAF reporting system was introduced in April 2016.

Fiscal Year	Sexual Assaults Recorded Within OPHTAS
2018/2019 (April to September)	40
2017/2018	104
2016/2017	53

Sexual Assault describes sexual assaults involving violence, unwanted sexual touching and sexual activity where the affected person was unable to consent. The OPHTAS records include incidents where information relating to sexual assaults is unknown or incomplete. There are also cases where the

<sup>6</sup> The Complainant is an individual who has become a victim or survivor of an incident.

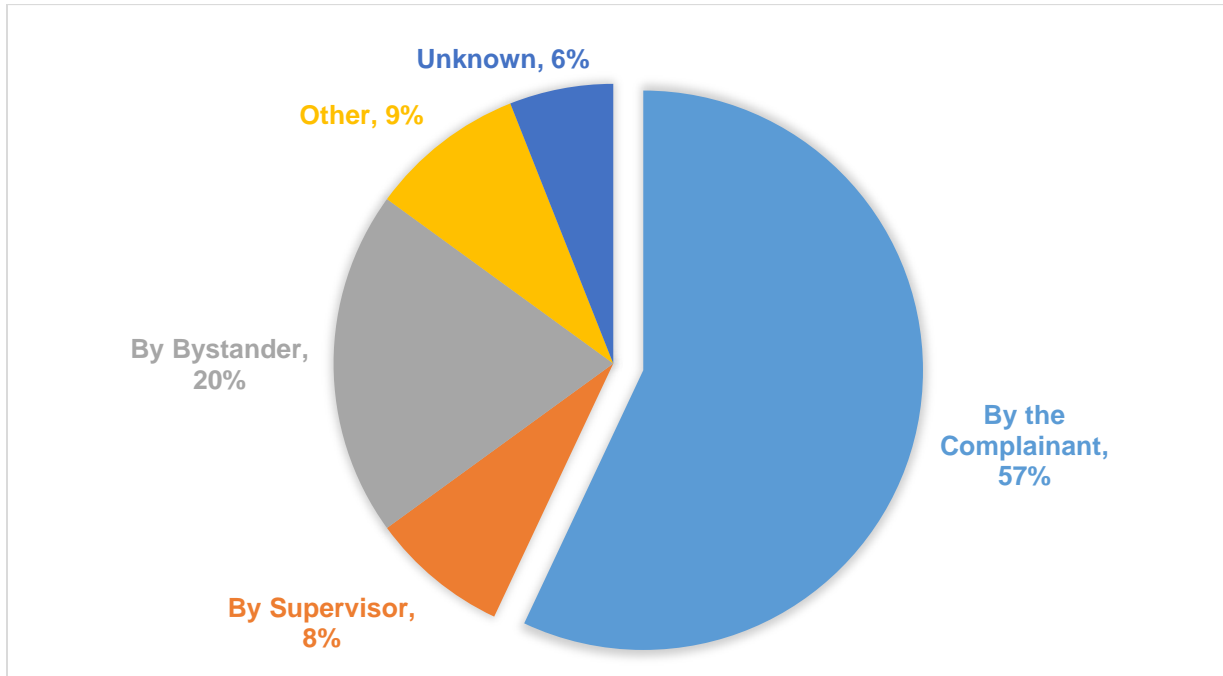
<sup>7</sup> The Respondent is an individual who has been involved with or instigated an incident.

information available and recorded is limited due to a number of factors that are not under the control of the OPHTAS functioning (e.g. reports from civilian police).

Please note that these figures cannot be compared to Military Police statistics as the reporting mechanisms and the responsibilities are different. Incidents recorded within OPHTAS are known by the Chain of Command and reported as such.

## Profile of Who Reported Incidents Recorded within OPHTAS

**Table 2: Profile of Who Reported Incidents Recorded within OPHTAS Fiscal Year 2017/2018**



Incidents are being reported mostly by the complainant in 57% of the cases recorded within OPHTAS, followed by bystanders in 20% of the recorded cases. Supervisors constitute about 8% of the reporting while the “Other” category, accounting for 9% of the reports, is composed of *No complainant*<sup>8</sup>, spouse, respondents and other cases that do not match the other categories. Six percent of the OPHTAS are classified as “Unknown” based on the fact that the identity of the reporter is not included in the OPHTAS report.

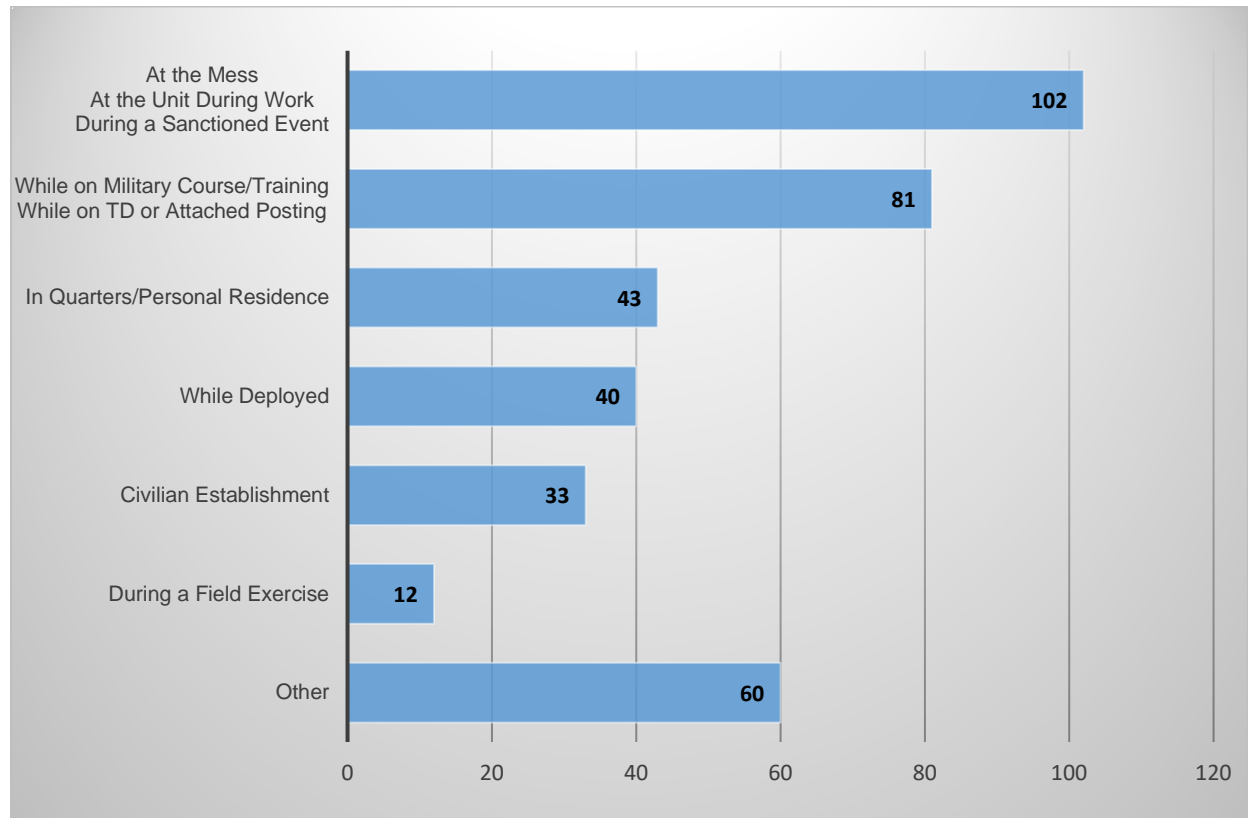
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<sup>8</sup> No complainant cases are incidents where the police is arresting a respondent in incidents related to Child Pornography, for example.



## Incident Location/Circumstances Profile (all types of incidents)

**Table 3: Incident Location/Circumstances Profile (all types of incidents) Fiscal Year 2017/2018**



A significant percentage of sexual misconduct incidents recorded within OPHTAS have taken place at the mess, or at the unit during work hours or during a sanctioned event. This accounts for 27.5% of the records in FY 2017/2018. The second location/circumstances in importance is while on military course/training or while on Temporary Duty (TD) or attached posted. That accounts for 21.8% of the records in FY 2017/2018.

Sexual misconduct recorded to have occurred in Quarters/Personal Residences remains fairly constant at 11.6% in FY 2017/2018. Further, the Deployed Operations figures represent 10.8% of the sexual misconduct recorded within OPHTAS in FY 2017/2018. The “Other” category is also relatively stable at 16.2% in FY 2017/2018. This category includes cases that do not align with pre-determined OPHTAS categories, for example in public transportation or public park. It also includes cases where there was insufficient information to determine where the incident occurred.

## Other Reporting

### **Police**

Based on Provost Marshal reporting, overall police reports of sexual misconduct incidents have increased since Operation HONOUR began: from an average of 88 per calendar year (2010/2015) to an average of 189 per calendar year (2015/2017). Members are also reporting less serious offences that may have gone unreported before.

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### **Director General Integrated Conflict and Complaints Management (DG ICCM)**

Director General ICCM reported 31 Operation HONOUR cases in its FY 2017/2018 annual report. These reports were collected during the implementation of the ICCM system. The information was collected primarily from the prototype Conflict and Complaint Management Services (CCMS) centres in Borden, Kingston, Montreal and Valcartier. These cases were transferred to the appropriate authority for action. ICCM procedures include specific protocols for “warm transfers” to the Sexual Misconduct Response Centre, which are governed by a formal service-level agreement.

### **DND/CAF Research**

The Director General of Military Personnel Research and Analysis (DGMPPRA) is leading CAF research into inappropriate sexual behaviour. They are managing an extensive research program that is designed to influence cultural change in support of Operation HONOUR through comprehensive, multi-phase research focussed on understanding the key cultural dimensions, incidence, and response to harmful sex and gender-based behaviours in DND/CAF. This research includes extensive survey activities, and both primary and secondary research and analysis, which has already produced a significant body of work to improve our understanding of sexual misconduct in the CAF.

DGMPPRA is working closely with a range of partners, including Statistics Canada, to measure the incidence of sexual misconduct and related issues. They are managing a DND/CAF survey program to provide insight into inappropriate behaviour and how attitudes and perceptions are shifting over time.

Statistics Canada has been contracted to conduct independent studies of sexual misconduct in the CAF. The 2016 Statistics Canada Survey into Sexual Misconduct in the CAF was a very important study that validated the findings of the External Review Authority (Deschamps) Report. A second Statistics Canada CAF-wide survey was administered in fall 2018. Statistics Canada completed the data collection in November 2018 and the report for this survey is scheduled to be published in late spring 2019. The CAF response rate was 45.7% (compared to 53% in 2016), with 52.9% Regular Force (61% in 2016), and 30.9% Primary Reserve (36% in 2016) participation. The 2018 collection period was 13 days shorter than 2016, which was extended to increase the response rate. Statistics Canada is satisfied with the 2018 response rates. This report will present important independent analysis and important insight into how sexual misconduct in the CAF has changed over the past two years.

DGMPPRA has conducted additional analysis on the 2016 Statistics Canada Survey on Sexual Misconduct in the CAF and has conducted similar surveys on officer cadets and recruits at the Canadian Forces Leadership and Recruit School, the Cadet Organizations Administration and Training Service (COATS), as well as the occupational training conducted by Military Personnel Command, the Royal Canadian Navy, the Canadian Army and the Royal Canadian Airforce. Collectively, this research has been analyzed and reported in eight separate DRDC scientific letters.

DGMPPRA is also managing surveys on Harassment, Workplace Well-being, Bystander Behaviours, and CAF attitudes and perceptions (the Your Say Surveys). This work has resulted in the publication of three DRDC scientific letters on the Your Say Surveys, and the broader issue of Harassment and Discrimination in the CAF. They have also published a separate contract report on the *Bystander Effect*. This research is important because it provides insight into institutional problems including harassment and discrimination.

It also provides awareness of how attitudes and perceptions are changing over time. The Your Say Surveys indicate that the number of CAF members who agree that leaders take sexual misconduct seriously has changed from 85% in 2016 to 80% in 2017. CAF members strongly agree that leaders are reinforcing a culture of mutual respect, honour and dignity (86% in 2016; 82% in 2017).

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DGMPRA is also conducting primary quantitative research on Socialization (Basic Military Qualification and Basic Military Officer Qualification Training) and Leadership Dynamics (Senior Non-commissioned Members). This research has been analyzed and reported in four DRDC scientific letters and five contract reports. They are conducting primary qualitative research to improve understanding of Victim Support and the experience of LGBT personnel in the Canadian Armed Forces. This research has resulted in the publication of a contact report (literature review) on Sexual Misconduct and the Experiences of LGBT personnel in military organizations. This is intended to improve CAF victim support services and support the development of more effective approaches to respond to and prevent sexual misconduct.

The broader DGMPRA research program has produced seven scientific letters on Sexual Misconduct, Gender-Based Analysis Plus, and Performance Measurement as well as four contract reports related to Sexual Misconduct, Measuring and Monitoring Culture Change, and the Role of Social Media in Misconduct.

DGMPRA is also supporting NATO research on Sexual Violence in the Military, and The Technical Cooperation Programme (TTCP) research on Organizational Responses to Inappropriate Behaviours.

DGMPRA has produced a significant body of work on inappropriate sexual behaviour. There is an ongoing challenge to share, promote and communicate this work. The campaign planning process should assist in leveraging this work and focussing future efforts to support victims, survivors and affected people, and understand, respond to, and prevent sexual misconduct.

### ***Training***

Operation HONOUR has led to changes in CAF training and education programs, which have been incorporated in basic, leadership, and occupation training. The CAF is conducting three professional development programs that are specifically designed to address inappropriate sexual behaviour. *Bystander Intervention Training* has been conducted throughout the CAF. This training uses facilitated discussions and scenarios to teach participants about safe and positive approaches that can be used to prevent or stop people who are committing acts involving sexual misconduct and encourage public support for anyone affected by this behaviour.

The *Respect in the CAF Workshop* is a one-day interactive workshop to promote respect in the CAF through increased awareness and understanding. The workshop uses scenarios, facilitated discussions, and small group activities to teach participants to recognize, respond to, and prevent sexual misconduct as well how to support victims, survivors and affected people. 2,218 CAF members participated in this training between 1 April 2017 and 31 August 2018. The Royal Canadian Navy also introduced the *Leadership, Respect and Honour program*. This training is delivered to Navy personnel throughout their occupation training. The program is included in all non-commissioned member qualification courses and all officer courses. The initial module completed pilot trials and is being delivered at both Naval Fleet School (Atlantic) and Naval Fleet School (Pacific). Most of the remaining modules are undergoing pilot trials and should be fully implemented by April 2019. The Chief of Department and Command modules are still under development.

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## Disciplinary Action<sup>9</sup>

### **Courts Martial**

Twenty courts martial with Sexual Misconduct charges were completed in FY 2017/2018. These courts martial resulted in 14 convictions (70%), one conviction of a lesser offence (5%), and five Not Guilty findings (25%).

One senior officer, four junior officers, five senior non-commissioned members and 10 non-commissioned members were tried by court martial.

Charges included Sexual Assault, Assault, Voyeurism, Made Internet Image without Consent, Making Child Pornography, Possession of Child Pornography, Obtaining Sexual Services for Consideration, Abuse of Subordinates, Disgraceful Conduct, Quarrels and Disturbances, Drunkenness, and Conduct to the Prejudice of Good Order and Discipline

The punishments in these cases included Dismissal with Disgrace, Dismissal, Imprisonment for periods ranging from nine to 22 months, Reduction in Rank, Severe Reprimand, Reprimand, Reduction in Rank and fines ranging from \$200 to \$2,500.

### **Summary Trials**

Twenty CAF personnel were convicted of charges related to sexual harassment<sup>10</sup> in summary trials in FY 2017/2018. Four of these cases were referred for review. This compares to 18 summary trial convictions for charges related to sexual harassment in FY 2016/2017.

All of the CAF personnel convicted of offences related to sexual harassment in FY 2017/2018 were male. Two of the convicted personnel were junior officers. Three were senior non-commissioned members. The remaining 15 personnel were junior non-commissioned members.

The FY 2017/2018 sexual harassment convictions included charges for Disobedience of Lawful Command, Quarrels and Disturbances, Drunkenness, Conduct to Prejudice of Good Order and Discipline, and one Criminal Code offence (Assault). Punishments included Reprimands, a Caution, Fines ranging from \$100-\$1,000, Confinement to Ship or Barracks, and Extra Work and Drill.

Seven CAF personnel were convicted of offences related to inappropriate relationships in summary trials in FY 2017/2018. This compares to two CAF personnel who were convicted of offences related to inappropriate relationships in FY 2016/2017.

Four of the personnel charged with offences related to inappropriate relationships in FY 2017/2018 were female. The remainder were male. All of the personnel convicted of these offences were junior non-commissioned members.

Punishments included Reduction in Rank, Reprimand, Fines ranging from \$150 to \$1,000, and Confinement to Ship or Barracks.

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<sup>9</sup> This information was taken from the FY 2017/2018 JAG Annual Report and summaries of Records of Disciplinary Proceedings provided by the Office of the Judge Advocate General.

<sup>10</sup> The 2017/2018 JAG Annual Report uses the phrase "Sexual Harassment" to describe a wide range of inappropriate sexual behaviour that was dealt with under Article 129 of the National Defence Act – Conduct to the Prejudice of Good Order and Discipline.

## Administrative Review<sup>11</sup>

Perpetrators found guilty of sexual misconduct are subject to an administrative review. After due process, 74 members were released from the CAF between August 2015 and September 2018. The table below summarizes administrative review decisions during fiscal year 2017/2018.

### Administrative Review Results – Fiscal Year 2017/2018

# Files Opened	# Files Closed (Decision rendered) <sup>12</sup>						
	Other	RW	C&P	Release 5(f)	Release 2(a)	Release 1(a)	Total Closed
69	15	11	7	13	15	2	63

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<sup>11</sup> This information was provided by Director Military Career Administration (DMCA)

<sup>12</sup> Please note that the "Other" category includes cases where no administrative action was taken because there was insufficient information/evidence to substantiate further action.

# Annex B      Operation HONOUR Achievements and Initiatives

## Summary of achievements and initiatives with direct impact (by line of effort)

### Understand

#### **Completed**

- StatsCan Survey 2016
- Operation HONOUR Tracking and Analysis System (OPHTAS) initial operating capability (IOC) reached 1 Oct 18, with final operational capability (FOC) Oct 19
- Integrated Complaint Registration and Tracking System (ICRTS) implemented
- MP case management tool, Security and Military Police Information System (SAMPIS) implemented
- Justice Administration and Information Management System (JAIMS) (Office of Judge Advocate General (OJAG), IOC reached, FOC Sep 2019)
- Monthly Harmful and Inappropriate Sexual Behaviour (HISB) Statistic summaries for CAF posted on-line

#### **Underway**

- StatCan Survey 2018 (StatsCan, main report May 19; detailed Primary Reserve report Nov 19)
- Your Say Survey 2017, Sexual Misconduct Response Centre (SMRC) and Operation HONOUR results (Director General Military Personnel Research and Analysis (DGMPRA), Jan 19)
- Leadership Dynamics Research and Socialization Research (DGMPRA) and Victim Support Research (DGMPRA; preliminary findings Spring 2019)

### Respond

#### **Completed**

- Diversity Strategy Action Plan implemented;
- Integrated Complaint & Conflict Management (ICCM) – transforming, streamlining and improving the CAF's Complaint Resolution System established, and Conflict and Complaint Management Services (CCMS) implemented CAF wide;
- Harassment Instructions and Responsible Officers Guide updated
- Specially trained Sexual Offence Response Teams (SORT) established by Canadian Armed Forces National Investigations Service (CFNIS) and specialized sexual assault investigation training for all Military Police
- Sexual Misconduct Action Response Team (SMART) established by Director Military Prosecution Service (DMPS)
- CDS Directive – Retention of CAF Members Affected by Harmful and Inappropriate Sexual Behaviour (MPC, 15 Jun 18)
- CDS Direction on Notice of Intent to recommend release and Administrative Reviews for CAF members found guilty of SM under the Criminal Code or the Code of Service Discipline either by a summary trial, court martial or civilian court released (DMCA)
- CO's Initial Response to Sexual Assault Tool Kit – information provided to Commanding Officers and available in Mobile App

- ICCM Performance Measurement Framework (PMF) implemented (Jun 18)

### **Underway**

- CANFORGEN XXX/18: Sexual Misconduct (Pending CDS approval)
- SM Incident Management Decision Tree (Pending CDS approval)
- Operation HONOUR Manual v1.0 (Pending CDS approval)
- Cultural Change Strategy, Campaign Plan Framework (CSRT-SM, 2018), Final Campaign Plan (CSRT-SM, 1 Oct 19) and Development of a PMF with Campaign Plan aligning with the Departmental Results Framework (CSRT-SM, Oct 19)
- DAOD 5019-5 Sexual Misconduct, policy update (CSRT-SM, 31 Mar 19)
- Restorative engagement process under development (SMRC/OJAG, ongoing)
- Interim Victim Support Policy 'Gap Fill' prior to Bill C-77 (OJAG, Dec 19)
- Canadian Forces Provost Marshal (CFPM) implementation of sexual assault case review using the "Philadelphia Model" (CFPM, early 2019)

## **Support**

### **Completed**

- CAF HISB Victim Needs Analysis
- SMRC launched 24/7 operating model, and SMRC Charter approved
- Medical Management of SM policy released by CF H Svcs Gp
- DMPS policy changes (to improve interactions between military prosecutors and victims; increase victim engagement, comfort and safety of complainants throughout court martial process, with respect to sexual misconduct cases)
- Bill C-15 Strengthening Military Justice in the Defence of Canada Act - (Victim Impact Statement, making an order for restitution) in effect (DMPS)
- Expansion of the CAF Sentinel program and Strategic framework "Call to Serve 2.0" Completed
- Development and delivery of new strategy on Spiritual Health and Wellness in the context of culture change

### **Underway**

- CAF Victim/Survivor Engagement Strategy Framework (SMRC, 2019)
- Provision of Independent Legal Services (SMRC, 2019)
- Funding to Sexual Assault Centres (SMRC, May 2019)
- Clarification of Duty to Report (DTR) WG established with action plan due 31 Jul 19 (CSRT-SM) and Expanded Options for Reporting WG (SMRC)
- Response and Support Coordination Program (SMRC, Definition phase, Jan-Apr 2019, Phase 2 – Partial implementation centralized model, Apr-Nov 2019 and Phase 3 – Implementation of decentralized operation Nov 2019-FOC 2020)
- Bill C-77 Enhancing Victims' Rights in the Military Justice System – (Declaration of Victims' Rights, Victim Liaison Officer) tabled 10 May 18 (OJAG, 3<sup>rd</sup> reading before Apr 19)

## **Prevent**

### **Completed**

- Symposium for CAF Senior Leaders and Stakeholders on Harmful and Inappropriate Sexual Behaviour
- Completion of *CAF Training Needs Assessment*, *Bystander Intervention Training* implemented, *Respect in the CAF Workshop* implemented, and *Respect in the CAF Mobile App* released
- GBA+ training implemented

- Provision of Defence Ethics Programme support and enhanced training to CAF members
- Operation HONOUR content added to common leadership programs, at the Canadian Military Colleges in Apr 17, to CA Ethics Course, and to RCAF training programs at Training Establishments
- RCN Leadership, *Respect and Honour* program implemented
- National Cadets and Junior Canadian Rangers Support Group (Natl CJCR Sp Gp) HQ implementation of training and awareness programs for officers and cadets
- Peacekeeping/Peace Support Training (lessons and scenarios on sexual harassment, sexual exploitation and abuse, sexual violence and women, peace and security) implemented.
- Soldier Cards and promotional content on Operation HONOUR developed and delivered
- Internal and External Website providing resources, support, training and education, etc. developed
- Educational Based Theatre Demonstration Project Conducted in Borden

**Underway**

- *Respect in the CAF* workshops to be expanded beyond 1000 persons with Validation and Audits to be completed (CSRT-SM)
- Pan-CAF Program Evaluation for all OP HONOUR related training products (CSRT-SM, Dec 19)
- Immersive Learning Project (CSRT-SM, 2020)
- Increasing number of women to 25% of CAF - FY17/18: 860 recruited/enrolled, FY18/19 YTD: 632 enrolled + active offers, percentage of women recruited 18.56% as of 16 Oct 18 (MPC, 2026)

**Operation HONOUR - Highlight Initiatives**

Service	Initiative	Description	Timeline	Remarks
Royal Canadian Navy	<i>Leadership, Respect and HONOUR</i> (LRH) program	<p>Commander Naval Training Systems tasked to oversee the development and delivery of a modernized Divisional System education program, to be included in the CAF curriculum on harmful and inappropriate sexual behavior.</p> <p>A modularized Common Professional Development System rooted in the Naval Training System. The LRH is an evolutionary not a repetitive program. It is divided into 7 levels, from awareness to Leading and Managing Operation HONOUR through the LRH program. As sailors progress through their career they develop the capacity of</p>	<p>2016 - Qualification Standard developed.</p> <p>2017 – Level 1 - 4 development and pilot program for Level 1 &amp; 2 completed.</p> <p>2018 – Level 3 &amp; 4 pilot program completed.</p> <p>Level 5 program development.</p> <p>Level 1 program fully implemented.</p> <p>2019 – Level 5 program will be piloted and L2 to 4 will be implemented.</p>	The RCN integrated Operation HONOUR into a more holistic approach to Leadership and Ethics. In LRH, training the trainer course has been completed and the RCN has a pool of personnel who can teach it when required.



		understanding Operation HONOUR, and ethics and ethos, to supporting subordinates and preventing incidents through diligence and education of the program.	L5 program to be implemented & Level 6 program will be piloted and implemented.	
	Operation HONOUR within Ship Readiness Training	At every level of ship readiness training, Sea Training run serials where they use themselves as actors to present sexual misconduct situations. Scenarios develop from initial discovery to command team actions. All scenarios consider victim and accused aspects.		
	Naval Board Integration of Operation HONOUR	Every Engineering, Duty Cox'n, Tech, OOD board has a Sexual Misconduct/ <i>Leadership, Respect and Honour (LRH)</i> question. The answer must satisfy the board members before individuals can pass the board.		
	Senior CPO1's	Chiefs have been directed to never miss an opportunity to discuss Operation HONOUR/LRH whenever they brief sailors		
Canadian Army (CA)	2 Canadian Division	2 Canadian Division Support Group produced a video featuring a victim of sexual misconduct (with member's consent). The video was used during Senior Leadership development sessions.  This was a great success and received nothing but positive feed-back at all levels.		The member was consulted prior to any use of the video.  Feedback from all sessions were brought to the member, and the identity of the member protected.

<p>Inclusion into Unit Ethics Coordinator Course</p>	<p>The Canadian Army Unit Ethnics Coordinator (UEC) Course is a 2 day course delivered approximately 12 times per year to qualify a minimum of one coordinator in each CA unit (Regular and Reserve). A ½ day module is been added to this course in order to ensure the ethics coordinator can also assist the chain of command on issues regarding Operation HONOUR.</p>	<p>Initiated in 2016 and ongoing with frequent updates to maintain currency.</p>	
<p>Inclusion of Operation HONOUR guidance systematically integrated into monthly Formation Comd teleconference with Unit Commanding Officers</p>	<p>Due to the dispersed nature of CA Reserve Formations, some spanning over several provinces, many use monthly teleconference as an opportunity to communicate critical information directly between the Formation Commander and unit Commanding Officers. Several formations have systematically included Operation HONOUR discussions into this monthly cycle in order to ensure the Commander's intention in regards to Operation HONOUR remains an enduring commitment at the forefront of every unit.</p>	<p>Ongoing. Implementation time has varied between formations.</p>	
<p>4 Div CA, Lunch and Learn- Operation HONOUR and OPHTAS</p>	<p>4 Div CA conducted a lunch/learn event to re-emphasize the importance, purpose and use of OPHTAS and Op HONOUR. The activity included both members of the Division Headquarter and subordinate Formations. The event included both key Operation HONOUR messages as well as information on the importance timely and accurate staffing of all</p>	<p>January 2019</p>	

		reports. This event reinforces a culture of accountability.		
	CACSC integration of Operation HONOUR into courses	The Canadian Army Command and Staff College (CACSC) trains CA senior captains and majors in preparation for key unit and formation staff appointments, as well as sub-unit command. The course has incorporated Operation HONOUR material in a number of ways, including the production of service papers on the subject. This re-enforces the importance of Operation HONOUR at a key leadership level.	Ongoing since 2017	
	Pre-Deployment Training	Operation HONOUR reviews are conducted prior to CA personnel deployment. In particular, material has been included into the readiness confirmation exercise, Exercise MAPLE RESOLVE and the Peace Support Training Centre (PSTC) courses, which trains CAF personnel going on small missions.	Ongoing	
Royal Canadian Air Force	19 Wing Comox, Defence Woman's Advisory Organization (DWAO)	DWAO hosted an Educational Forum for all 19 Wing personnel. They brought forward relevant Subject Matter Experts from the Wing and external community to offer their insights and expertise regarding the procedures and regulations that exist relating sexual misconduct.  The intent was to provide an informal educational opportunity for 19 Wing personnel to learn about their rights and responsibilities and better understand the	Initially executed in Dec 2014. The event was held again in 2015, and continues today.	Initiated, planned and executed by a survivor who wanted to help make a difference.  This initiative was started prior to the <i>Maclean's</i> articles and the External Review Authority's report.

		processes for action, regardless of rank, in response an incident of sexual misconduct. This forum provided an environment conducive to the sharing of information while dispelling misinformation that may contribute to procedural missteps if an incident were to occur at 19 Wing Comox.		
	2 Wing and 3 Wing Bagotville	Introduced a "Lunch and Learn" series with Senior NCMs where ethics, leadership, values, and respect are discussed. The discussions are based around a theme, i.e. Ethical Leadership, Respect, Operation HONOUR using various topics and scenarios.		
	16 Wing Borden	The Canadian Forces School of Aerospace Technology and Engineering introduced the first Student Leadership Council in the CAF with two students from the school as Operation HONOUR Representatives. The council members were challenged to champion ways to improve education and remove sexual misconduct from the subsets of CAF culture.		
	19 Wing Comox	The Wing developed <i>Promoting Respect in the Workplace</i> ; a one day course that focusses on facilitated discussions related to sexual harassment. Based upon the bystander approach, this course offers participants a chance to practice skills through real-life case studies from 19 Wing. The focus is on creating leaders of all rank to stand up against sexual harassment and		

		strengthen the culture of respect in the workplace. Wings across Canada are delivering this material with active Wing leadership involvement.		
Vice Chief of the Defence Staff/ Canadian Forces Military Police Group	Diversity Ambassador Program	<p>The Canadian Forces Military Police Academy (CFMPA) Diversity Ambassador Program was founded in August of 2018. Although the program was not specifically set up to address Operation HONOUR issues, it does speak to the core of the issues surrounding sexual misconduct, that of respecting others. The following are some examples of Diversity Ambassador initiatives during the program's first few months:</p> <ul style="list-style-type: none"> <li>• Joining of the Borden Defence Visible Minority and Advisory Group (DVMAG);</li> <li>• Liaising with the Borden Pride Network and organizing a diversity related film and other social activities for members of the CFMPA;</li> <li>• Bringing in a guest speaker to educate CFMPA staff during a lunch and learn on disability, which encouraged thoughtful discourse on police response to persons with disabilities;</li> <li>• Hosting a diversity themed pot luck with foods representing the numerous cultures of the staff of the CFMPA; and</li> <li>• Completion of the Defence Team Positive</li> </ul>		<p>A MCpl and a PO2 became the first members to volunteer for this team and have blazed a trail connecting CFMPA with numerous diverse groups within the CFB Borden and surrounding community.</p> <p>All staff, students and Command Team of the CFMPA value diversity in the workforce and recognizes that a team that respects the ideals of inclusivity and equality will achieve strengthened morale and ultimately a stronger operational effectiveness.</p> <p>The work put forth by these members is consistent with the values of the profession of arms and the</p>

		<p>Space Ambassador Training.</p> <p>The Diversity Ambassador program compliments the intent and driving forces behind Operation HONOUR in that the team focusses on the education and acceptance of all diversities; including that of sexual orientation, in support of eliminating sexual misconduct within the CAF.</p> <p>The Diversity Ambassador team has been provided with complete creative control regarding to the organization and execution of initiatives; this has fostered a sense of responsibility when it comes to unit mutual trust, respect, honour, and dignity.</p>	<p>ethical principles of the CAF; which is also a priority of Operation HONOUR.</p> <p>This unit level initiative has directly educated and better prepared the CFMPA for the cultural change concurrently occurring within the CAF.</p>
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