



National  
Defence

Défense  
nationale



2025 - 2027  
Defence Team  
Accessibility Plan

Canada

# 2025-2027 Defence Team Accessibility Plan

## Table of Contents

Table of Contents ..... 2

General ..... 3

Consultations ..... 8

Our plan: Priority areas, desired outcomes and activities..... 16

Accountability and governance ..... 41

Performance measurement..... 41

Plan implementation..... 42

Conclusion ..... 42

Annex A: Newly identified barriers in 2025 by priority area ..... 43

Annex B: Definitions ..... 46

Annex C: 2025 Defence Team Accessibility Plan Progress Report: Activities and indicators status updates..... 49

Annex D: 2025-27 Accessibility Performance Measurement Framework (PMF): Activities and indicators..... 57

Annex E: Previously identified barriers to accessibility (Source: 2022 Corrective Defence Team Accessibility Plan and 2024 Defence Team Accessibility Plan Progress Report) ..... 107

Annex F: Canadian Coast Guard - Department of Fisheries ..... 115

# General

## About

This accessibility plan applies to two regulated organizations: The Department of National Defence (DND) and the Canadian Armed Forces (CAF). These two organizations make up “The Defence Team”. The accessibility plan has been prepared to meet the Defence Team’s obligations under [the Accessible Canada Act \(ACA\)](#).

## Feedback process description

### Designated person to receive feedback

The Director Inclusion is designated to receive accessibility-related feedback from the public, employees of Department of National Defence (DND), and members of the Canadian Armed Forces (CAF) on behalf of the Defence Team and is the Executive responsible for the Defence Team accessibility program.

### Feedback you can submit

Feedback on this accessibility plan or any barriers experienced when interacting with Defence Team services, programs, policies, practices, websites, plans and reports, or offices can be submitted through the feedback process.

### How we will use your feedback

Your feedback will be used to improve accessibility at DND and the CAF. Feedback may be addressed right away or be used to advance future accessibility plans and improve overall accessibility for the Defence Team.

All feedback will be taken seriously and treated in a way that respects the privacy and confidentiality of individuals who submit feedback. Feedback received will be reflected in future accessibility plans and progress reports and will not be associated with an individual's name. Any personal information associated with the feedback will only be shared with Defence Team employees directly involved in improving accessibility at DND and the CAF. If you wish to remain anonymous, you do not have to include your name when submitting your feedback.

### How to submit feedback

There are various ways to submit feedback. Feedback can be submitted either with an identified contact or anonymously. Feedback received will be acknowledged in the same way it was received unless the feedback is received anonymously.

- **Online:** through the online [Defence Team accessibility feedback form](#).

- **By email:** [DND Accessibility-Accessibilite MDN@forces.gc.ca](mailto:MDN@forces.gc.ca)
- [Video Relay Service](#) (you are now leaving the Government of Canada website) available in American Sign Language (ASL) or langue des signes Québécoise (LSQ)
- **By mail:**  
Attn: Defence Team Accessibility Office - Chief Professional Conduct and Culture  
National Defence Headquarters (Carling Campus)  
60 Moodie Drive  
Ottawa, ON K1A 0K2

## Alternate formats

To request a copy of the Defence Team Accessibility Plan or Feedback Process in an alternate format, please contact the Defence Team using the contact information listed above.

The following formats are available on demand.

- Large print (larger, clearer font).
- Braille (a system of raised dots that blind or visually impaired people can read with their fingers).
- Audio format (recording of someone reading the text aloud).
- Electronic formats compatible with adapted technology.

## The Defence Team: Who we are and what we do

The Department of National Defence (DND) supports the Canadian Armed Forces (CAF) who serve on the sea, on land, and in the air with the Royal Canadian Navy, Canadian Army, Royal Canadian Air Force and the Canadian Special Operations Forces Command to defend Canadians' interests at home and abroad.

DND and the CAF have complementary roles to play in providing advice and support to the Minister of National Defence. Together, this integrated civilian-military Defence Team works together to fulfill the Government of Canada's mission to defend Canadian interest and values and contribute to international peace and security.

Addressing accessibility in the DND/CAF context presents certain challenges due to the nature of the Defence Team, as it blends the public service with a military environment, which is governed under the [National Defence Act](#) and administered by a unique set of rules.

More information on the [Defence Team and its mandate](#) is available online.

## Transition of the Canadian Coast Guard to National Defence

The [Canadian Coast Guard](#) (CCG) as a civilian Special Operating Agency. Identified Fisheries and Oceans Canada (DFO) internal services employees transitioned to the Department of National Defence (DND), effective September 2, 2025.

The preparation of the DFO 2026-28 Accessibility Action Plan had begun prior to the transfer of the CCG to DND. The Defence Team has integrated the previously approved content that was identified by DFO as relevant to CCG as an annex (annex F). The CCG will be integrated fully within future Defence Team accessibility plans and reporting.

## Overview of the *Accessible Canada Act*

The [Accessible Canada Act](#) (ACA) came into force July 11, 2019 with the purpose of achieving a barrier-free Canada by January 1, 2040. The Act applies to all organizations under federal responsibility, including the Department of National Defence (DND) and the Canadian Armed Forces (CAF). The ACA mandates a proactive and systemic approach to identifying, removing and preventing barriers to accessibility for persons with disabilities in seven specific priority areas:

- employment;
- built environment;
- information and communication technologies;
- communication;
- the procurement of goods, services and facilities;
- the design and delivery of programs and services; and
- transportation.

The ACA is to be implemented in recognition of, and in accordance with, the following principles:

- Everyone must be treated with dignity.

- Everyone must have the same opportunity to make for themselves the life they are able and wish to have.
- Everyone must be able to participate fully and equally in society.
- Everyone must have meaningful options and be free to make their own choices, with support if they desire.
- Laws, policies, programs, services, and structures must consider the ways that different kinds of barriers and discrimination intersect.
- Persons with disabilities must be involved in the development and design of laws, policies, programs, services, and structures.
- Accessibility standards and regulations must be made with the goal of achieving the highest level of accessibility.

The ACA requires that all federal departments and agencies:

- Prepare and publish an accessibility plan every three years:
  - Develop accessibility plans to identify, remove and prevent barriers in the priority areas in their policies, programs, practices and services.
  - Update plans every three years.
  - Consult with people with disabilities when creating and updating plans.
- Establish and publish a feedback process:
  - Establish a feedback process to receive and address feedback on plans and accessibility barriers.
- Prepare and publish annual progress reports on plan implementation:
  - Develop regular progress reports in the years between our updated accessibility plans that describe the actions the organization has taken to implement their accessibility plans.
  - Include information on feedback received and how the organization took the feedback into consideration.
  - Consult with people with disabilities when preparing their reports.

A summary of the [Accessible Canada Act](#) is available online.

## **Accessible Canada Act definitions**

### **accessibility**

The degree to which a product, service, program or environment can be accessed or used by all.

### **accommodation**

Any change in the work environment that allows a person with functional limitations to do their job. Accommodations can be temporary, periodic or long-term.

### **barrier**

Anything that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation. Barriers can be physical, architectural, technological, attitudinal or based on information or communications. They can also be the result of a policy or practice.

### **disability**

A disability is any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment - or a functional limitation - whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.

## **Universality of Service**

The principle of Universality of Service (U of S) mandates Canadian Armed Forces (CAF) members to perform any required function "at all times and under any circumstances". Those members who incur injuries or develop illnesses that permanently preclude them from doing so are released from the CAF under this principle. The U of S principle is an important enabler for the CAF allowing it to meet its operational obligations and is expressly recognized in the [Canadian Human Rights Act](#) (CHRA) and the *Accessible Canada Act* (ACA). It has also been recognized by the courts. It is fundamental in enabling the CAF to also meet Canada's Defence Policy objectives and the CAF's operational requirements while simultaneously respecting Canada's laws.

At its core, the U of S principle holds that all CAF members possess the same baseline level of capability, regardless of environmental service, rank, or occupation to perform general military duties and common defence and security duties, not just the duties of their military occupation or occupation specification. Its related minimum operational standards ([DAOD 5023 series](#)) support this.

While the *ACA* applies to both Department of National Defence (DND) and the CAF, given the unique nature of its operations, the CAF will take into account the operational requirements of the institution in determining the limits of any accommodation. This overlap in direction creates complexities in the application of the *ACA* within the Defence Team. Moving forward, the CAF is committed to reviewing and modernizing its internal policies, including but not limited to U of S policy and standards, to continue striving for better alignment between the DND and the CAF and response to the evolution of the CAF's roles and operations and to consider developments in Canadian Human Rights law (i.e., the *ACA*, *CHRA*, [Employment Equity Act](#), etc.) while balancing considerations for operational impacts.

## Consultations

### Overview

The Defence Team recognizes that the identification, prevention, and removal of barriers to accessibility requires ongoing and meaningful consultation with persons with disabilities. The principle of “Nothing Without Us” means that persons with disabilities should be consulted when policies, programs, and services impact them.

In developing the 2025-27 Defence Team Accessibility Plan, the Defence Team Accessibility Office (DTAO) consulted with persons with disabilities by:

- Incorporating the barriers to accessibility identified through the Accessibility Feedback Process
- Incorporating the barriers to accessibility identified by the Defence Advisory Group for Persons with Disabilities (DAGPWD)
- Incorporating the barriers to accessibility identified as “intersectional barriers” by the Defence Advisory Groups (DAGs)
- Consulting on the accessibility plan as part of the DAG National Council Meetings and National Executive Meetings
- Sharing the identified barriers to accessibility with pillar leads for their consideration
- Conducting the 2025 Accessibility Online Consultation

The DTAO will continue to improve on existing consultation approaches to better support persons with disabilities in feeling comfortable sharing their experiences and perspectives. This includes:

- Continuing to raise awareness of the Defence Team Accessibility Feedback Process
- Building stronger relationships with the DAGs
- Collaborating with the DAG Secretariat and CAF EE teams
- Refining the DTAO's process for responding to accessibility feedback

The Defence Team is made up of both civilian employees of the Department of National Defence (DND) and members of the Canadian Armed Forces (CAF). The integrated civilian-military workforce has unique challenges that can make it difficult to create an environment where all Defence Team members feel comfortable to provide their input. Existing gaps in employment equity representation at the Defence Team, a geographic footprint that spans coast to coast to coast, and the size of the Defence Team workforce also create challenges to conducting meaningful consultation. The DTAO will continue to review its consultation approaches to address the following gaps:

- Ensuring an intersectional approach to engaging with persons with disabilities
- Ensuring all members of the Defence Team feel comfortable providing their perspectives
- Balancing inclusion of persons with disabilities in consultations without placing additional burden on persons with disabilities

The DTAO will continue to advocate for meaningful consultation with persons with disabilities throughout all stages of design, delivery, and implementation of all Defence Team programs, services, and policies.

## Defence Team 2025 Accessibility Online Consultation

### About the consultation

As required by the *Accessible Canada Act (ACA)*, the Defence Team Accessibility Office (DTAO) launched the second annual Defence Team Accessibility Consultation Questionnaire (questionnaire) to consult persons with disabilities. The questionnaire identified barriers to accessibility and gathered feedback on accessibility at the Defence Team to support the development of the 2025-2027 Defence Team Accessibility Plan.

The questionnaire was available on MS Forms from June 9<sup>th</sup>, 2025, to July 19<sup>th</sup>, 2025. The consultation was delayed due to the questionnaire being classified as Public Opinion Research (POR). This required Deputy Minister approval and adherence to the election period communications restrictions for POR. The consultation questionnaire was open to all public service employees of the Department of National Defence (DND)

and members of the Canadian Armed Forces. There was no requirement to self-identify as a person with a disability to participate. Participants were encouraged to respond to only questions they felt comfortable answering. The consultation questionnaire is designed to be completely anonymous. Anonymity allows for respondents to provide honest feedback about accessibility in the Defence Team without fear of reprisal. There is a risk that CAF members who self-identify as persons with disabilities will face medical release from their employment. Previous consultations have identified attitudinal barriers and stigma towards persons with disabilities, both military and civilian, across the Defence Team. Given this context, the DTAO requires consultations to be online and anonymous to support the dignity and barrier-free participation of persons with disabilities in their legal right to consultation as per the ACA.

The DTAO designed two versions of the consultation questionnaire. A short version of the questionnaire was created to remove barriers to participating in the consultation. The short version focused on identifying barriers to accessibility. Respondents to the short questionnaire could choose to view or respond to additional questions. The long version of the questionnaire included all questions. By offering a short version of the questionnaire, people who experienced barriers to accessibility regarding the length of the questionnaire could still participate in the consultation. The choice to offer a short version also increased total response rate by nearly 3 times since last year, which allowed for more perspectives to be included in the consultation. It is worth noting that those who self-identified as persons with disabilities completed the long form than those who did not self-identify as persons with disabilities. This is likely because people with disabilities are invested in sharing their experiences regarding accessibility.

As the consultation was delayed, completion of an in-depth analysis of the results of the consultation was not possible. The DTAO will continue to review the findings and present them in a “What We Heard” report for consideration in developing the 2026 consultation questionnaire and the 2026 Defence Team accessibility progress report.

## Participation in the consultation

- 1324 total participants
- 909 people (69%) identified as a civilian employee (including casual, term, students, and indeterminate)
- 402 people (30%) identified as a CAF member
- 13 (1%) people responded prefer not to say
- 466 (35%) identified as a person with a disability or disabilities
- 801 (61%) did not identify as a person with a disability or disabilities
- 57 people (4%) preferred not to specify

- 27 CAF members (2%) did not self-identify as a person with a disability, but listed having a disability
- 50 civilians (4%) did not self-identify as a person with a disability, but listed having a disability
- Respondents that identified as of a member of least one employment equity group:
  - 2SLGBTQIA+: 131 people (10%)
  - Women: 692 people (52%)
  - Racialized: 116 (9%)
  - Black: 34 (3%)
  - Indigenous: 49 (4%)
  - None of the above: 417 (32%)
  - Prefer not to say: 82 (6%)
- 634 (65%) people either strongly agree or agree with the statement "I think the Defence Team is invested in working to improve accessibility."
- 559 people (57%) ranked the culture of accessibility in the Defence Team, when compared to other workplaces as the same or better.

## Defence Team Accessibility Feedback and Request Form

The *Accessible Canada Act* requires the Defence Team to establish a process to receive feedback about accessibility and identify barriers to accessibility. The Defence Team Accessibility Office (DTAO) launched the [Defence Team Accessibility Feedback and Request Form](#) in October of 2024.

The [Defence Team Accessibility Feedback and Request Form](#) is intended for feedback on accessibility plans, progress reports or any barriers experienced when interacting with DND and CAF services, programs, policies, practices, offices, Bases and Wings, websites, or events.

Feedback may be addressed right away or be used to advance future accessibility plans and improve overall accessibility for the Defence Team.

People submitting feedback may choose to either remain anonymous or to provide their contact information for a follow-up. All feedback is taken seriously and is treated in a

way that respects the privacy and confidentiality of individuals who submit feedback. Feedback received is reflected in this accessibility plan and progress report (annex C) in a way that does not associate it with an individual's name or identifying details.

The Defence Team Accessibility Office (DTAO) tracks all feedback received through the [Defence Team Accessibility Feedback and Request Form](#) or submitted to the DTAO positional email address. The DTAO receives a volume of feedback that exceeds the team's current capacity to respond to in a timely manner. In the 2025 calendar year, the DTAO received over 100 pieces of feedback through both the [Defence Team Accessibility Feedback and Request Form](#) and through emails to the DTAO positional inbox. The DTAO has begun to design a process to prioritize which feedback we are able to address. The priority level assigned to feedback does not equate to importance.

Feedback is considered an urgent priority when they include time-sensitive threats to safety. Priority assigned to feedback is based on a combination of factors including: the resources or coordination required to address the feedback, the consequences of inaction, and whether a follow-up was requested. Feedback is also prioritized based on whether the barriers have already been identified, if there is work ongoing to address the barrier, if it can be easily resolved by the DTAO, and how long the barrier has existed. The DTAO recognizes that not receiving a response to feedback is not a best practice, and will continue to work toward contacting everyone who has requested a response. Systemic barriers that have been identified are shared with individual L1s to address and resolve. Standard Operating Procedures (SOPs) are being developed to respond to feedback more efficiently and to share information with L1s more regularly.

## Defence Advisory Groups

Defence Advisory Groups (DAGs) are employment equity advisory groups comprised of volunteer serving CAF members and DND public service employees. DAGs provide advice and recommendations to Defence Team leadership and play a role in identifying systemic employment equity barriers.

The Defence Advisory Groups (DAGs) National Co-Chairs presented at the Representation and Inclusion Committee (RIC) on October 15, 2025. This presentation included accessibility barriers raised by the Defence Advisory Group for Persons with Disabilities (DAGPWD), as well as intersectional barriers that impact accessibility raised by all DAGs (the Defence Indigenous Advisory Group, the Defence Visible Minority Advisory Group, the Defence Women's Advisory Organization, and the Defence Team Pride Advisory Organization). The DAGs presented a list of calls-to-action to senior leadership at the committee to address barriers raised.

- The barriers identified by the DAGPWD at the RIC include:
- Attitudinal barriers, stigma, harassment, discrimination, and exclusion of persons with disabilities

- CAF members with disabilities being seen as unfit to serve or be deployed
- Lack of understanding of the application of the ACA to CAF members and their families
- Lack of a clear and consistently applied accommodation process, including Official Languages evaluation and training
- Lack of accessibility training and resources

The intersectional barriers identified by the DAGs at the RIC include:

- Inconsistent inclusion across the Defence Team dependent on individual people managers
- Requiring employment equity group members to continually raise existing barriers
- Official Languages policies and training that negatively impact employment equity group members

Additionally, the Defence Team Accessibility Office (DTAO) consulted with the DAGs, including the DAGPWD, during the annual National Council Meeting (NCM) on November 18-19, 2025. As the NCM occurred after the date the accessibility plan was drafted, these consultations are not reflected. Feedback received will be reflected in the 2026 Defence Team Accessibility Progress Report. Due to timelines for writing, feedback provided in these consultations is not captured in this plan, however, feedback provided will be reflected in the 2026 DT accessibility progress report.

The DTAO consulted with all DAGs on the 2025-27 DT Accessibility Plan with co-chairs of all the Defence Advisory Groups (DAGs) to ensure an intersectional approach to accessibility. The DTAO will continue to prioritize and improve consultation with the DAGs to integrate their feedback and expertise in a meaningful way. DTAO and the DAG Secretariat are collaborating to improve the consultation process and to ensure that DAGPWD have a say in defining meaningful consultation with persons with disabilities at the Defence Team.

## Defence Team L3 Accessibility Working Group

To support a coordinated and integrated approach to accessibility across the Defence Team, a director-level (L3) accessibility working group was established in January 2024. The L3 Accessibility Working Group (L3 AWG) meets bi-monthly to discuss progress made on accessibility and the development of this accessibility plan. DTAO also met individually with L1 pillar lead representatives as required. These meetings included

high-level accessibility barriers raised through the accessibility feedback process and commitments toward addressing accessibility barriers.

Performance measurement in accessibility has been identified as an area of improvement in the Defence Teams' previous accessibility plans. The DTAO focused on alignment with the [Federal Data and Measurement Strategy for Accessibility 2022 to 2027](#) to support monitoring progress on accessibility in a meaningful way year-over-year. Resources and guidance about performance measurement for accessibility provided from central agencies was shared with the L3 AWG representatives.

Since the publication of the 2024 Defence Team Accessibility Plan Progress Report, the L3 AWG has focused on the following objectives:

- Identifying and sharing known and potential barriers to accessibility
- Discussing solutions and activities to remove barriers to accessibility
- Developing a robust performance measurement strategy for accessibility

Defence Team Accessibility Office (DTAO) provided education and resources to L3 working group members, including:

- An accessibility performance measurement workshop, with an emphasis on developing SMART indicators that can monitor progress year-over-year
- One-pager documents listing the accessibility barriers relevant to each pillar, past commitments to accessibility, progress made on past commitments to accessibility, and resources to support L1s in developing performance indicators for measuring accessibility progress Individual meetings with L1 pillar leads as required to improve upon accessibility measurement

## Government of Canada Best Practices in Accessibility

As part of its commitment to accessibility and continuous learning, the Defence Team Accessibility Office (DTAO) as functional authority of the accessibility program, has leveraged advice from experts and leaders across the Government of Canada in the accessibility space.

The DTAO is the current co-chair of the Interdepartmental Accessibility Community of Practice (IACoP), with Women and Gender Equality Canada (WAGE). The DTAO provides secretarial support to the community and collaborates with potential presenters to create an agenda that reflects relevant accessibility issues across the Government of Canada.

The DTAO collaborates and consults with the Office for Public Service Accessibility (OPSA), the Accessible Procurement Resource Centre at Public Services and Procurement Canada (PSPC), the Accessibility, Accommodation and Adaptive Computer Technology (AAACT) team at Shared Services Canada (SSC), Statistics Canada, the Office of the Deputy Minister Champion for Persons with Disabilities, the Accessibility Directorate at EDSC, among others.

Each engagement with these organizations provided an opportunity for the Defence Team to share best practices and lessons learned, supporting a shared vision of a barrier-free and accessible workplace.

## Our plan: Priority areas, desired outcomes and activities

The 2025-2027 Defence Team Accessibility Plan communicates the Defence Teams' commitments and activities in support of removing accessibility barriers identified through consultations with persons with disabilities.

### The 2025-2027 Accessibility Plan:

- 8 priority areas
- 23 desired outcomes
- 43 activities that will help achieve the desired results
- 73 indicators

## Culture

The Defence Team Accessibility Office (DTAO) leads the Culture priority area. To prioritize accessibility in the workplace, the Defence Team must address attitudinal barriers. An inclusive workplace includes the full participation of persons with disabilities and being accessible by default. We can only achieve a barrier-free workplace by changing the culture to one that values persons with disabilities and accessibility in all that we do.

Activities in the culture priority area focus on accessibility awareness and disability inclusion. These activities support the Defence Team in adopting a “yes-by-default” approach to accessibility.

## New barriers

The following accessibility barriers related to culture were identified in the 2025 calendar year. Barriers identified in the [2022 Corrective Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

- Events and training only being offered in-person
- Inaccessible workshops being offered, due to content and/or format
- The DAGPWD does not receive sufficient feedback as to how their input is applied, which goes against the Employment Equity Act and devalues their feedback

## Desired outcomes

- The Defence Team's culture promotes disability inclusion and accessibility by default.

## Activities

### Activity 1.1

Activity description: Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities (IDPD).

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Ongoing, reported annually

### Activity 1.2

Activity description: Develop and implement products and training to raise awareness of disability inclusion and accessibility.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Ongoing, reported annually

### Activity 1.3

Activity description: Raising awareness of the GC Workplace Accessibility Passport.

- L1 Lead: DTAO
- L1 Support: All L1s
- Timeline for Completion: Ongoing, reported annually

## Employment

The employment priority area for the Defence has two priority leads – one for each workforce. The Assistant Deputy Minister of Human Resources - Civilian (ADM(HR-Civ)) leads the employment priority area for public service employees. The Chief Military Personnel (CMP) leads the employment pillar for CAF members. An additional supporting organization is the CAF Employment Equity team.

Focus on the identification, removal and prevention of barriers in the employment space is fundamental to the full participation and inclusion of persons with disabilities. This aligns with the [CAN/ASC-1.1:2024 \(REV-2025\) Employment standard](#), published in May 2025. Persons with disabilities remain underrepresented in the public service workforce at DND and in the CAF. The activities outlined below aim to provide DND public service employees and CAF members with access to an inclusive and non-discriminatory workplace and work opportunities.

### New barriers

The following reflect barriers identified in the 2025 calendar year that relate to the employment pillar. Barriers identified in the [2022 Corrective Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

### Both DND and CAF

- Lack of hiring persons with lived experience to fulfill accessibility-related jobs
- Difficulty getting ergonomic recommendations implemented once recommendations are acquired
- The Worker's Compensation Board process is inaccessible and creates unnecessary delays, furthering barriers experienced by those trying to make a claim
- The Return to Work and Duty to Accommodate processes have been identified as being inaccessible
- GOC guidelines not being followed for creating accessible documents during the accommodations process (serif fonts being used, for example)

### DND

- The application process for DND jobs is not accessible, and is discriminatory against persons with disabilities, as well as other intersectional identities

## CAF

- The medical release process from the CAF is inaccessible, especially administrative processes that are in place. This furthers harm experienced to those being medically released.
  - The system of accountability for the inaccessibility of medical release process is unclear to those navigating it
- The cost of autism assessments is not covered by the CAF

## Workforce: Department of National Defence (DND)

The Department of National Defence (DND) is committed to investing in and supporting its workforce, a commitment underscored with the release of [Canada's Defence Policy, Strong, Secure, Engaged \(SSE\)](#).

The DND public service workforce is just over 32,000 strong, employed at Ottawa Headquarters and on Bases and Wings across Canada in each province and territory, with the exception for Nunavut, and overseas.

- DND Public Service Workforce: 32,791
- 43% work in the National Capital Region, while 57% work in other regions across Canada
- Workforce Representation:
  - Women: 43%
  - Members of Visible Minorities: 11%
  - Persons with Disabilities: 6%
  - Indigenous Peoples: 3%
  - Average age: 47.5
  - Eligible to Retire: 11%
  - Public Servants Working in military Commands (Army, Navy, Air Force, CJOC): 29%
  - Public Servants who are former CAF members or reserve force: 23%
- Top Classification Groups:
  - Administrative Services (AS): 21%

- Clerical and Regulatory (CR): 10%
- Information Technology (IT): 9%
- General Labour and Trades (GL): 7%
- General Services (GS): 7%

### **Desired outcomes (DND)**

- There is an increase in the representation and promotion of persons with disabilities
- Employees have timely access to workplace accommodations
- Human resources practices for public service employees are accessible so that persons with disabilities are supported

## Activities (DND)

### Activity 2.1

Activity description: Set annual hiring and promotion goals for persons with disabilities as part of DND's EEDI Plan for the Public Service Workforce, and report semi-annually on efforts towards them

- L1 Lead: ADM(HR-Civ)
- L1 Support: All L1s
- Timeline for Completion: Annually, 2025-2027

### Activity 2.2

Activity description: Conduct an EE-focused advertised process each fiscal year that includes persons with disabilities.

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: Annually, 2025-2027

### Activity 2.3

Activity description: Engage with the CAF Transition Team to strengthen talent pathways, ensuring medically released CAF members have seamless opportunities for continued employment as public servants within the Defence Team.

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: 2025-2027

### Activity 2.4

Activity description: Review and adjust DND's current accommodation systems and policies.

- L1 Lead: ADM(HR-Civ)
- L1 Support: All L1s
- Timeline for Completion: 2025-2027

### Activity 2.5

Activity description: Improve performance and talent management programs to ensure persons with disabilities, accessibility, and accommodation considerations are included in all program tools, guidance, and/or training.

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: 2025-2027

### Activity 2.6

Activity description: Include the prioritization of persons with disabilities in L1 guidelines for Second Language Training and Evaluations (SLTE) and explore ability to set target.

- L1 Lead: ADM(HR-Civ)
- L1 Support: All L1s
- Timeline for Completion: 2025-2027

### **Activity 2.7**

Activity description: Review DND's Second Language Training & Evaluations (SLTE) process to identify barriers and gaps, and recommend improvements, to ensure greater access for persons with disabilities

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: 2025-2027

### **Activity 2.8**

Activity description: Strengthen awareness and education for managers and employees of DND's social model of accessibility to foster cultural change, including use of the Accessibility Passport.

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: 2025-2027

### **Activity 2.9**

Activity description: Training for managers and employees related to support for neurodivergent candidates and employees.

- L1 Lead: ADM(HR-Civ)
- L1 Support: N/A
- Timeline for Completion: 2025-2027

## Workforce: Canadian Armed Forces (CAF)

The CAF takes extraordinary measures to retain and develop its valued members wherever possible. The CAF continuously reviews its military personnel policies and programs to retain an operational, diverse, dedicated CAF membership, imbued with an ethical Profession of Arms culture. The CAF is committed to giving all members time and support to continue to fully contribute to the CAF and realize a productive and satisfying career of military service.

Note: The barriers identified under Employment priority area for the CAF are not attributable to one single CAF environment (i.e. Royal Canadian Navy, Canadian Army, Royal Canadian Air Force and the Canada Special Operations Forces Command) and may not be representative across all environments.

The CAF is just over 97,000 members strong.

- Member Representation:
  - Women: 16.8%
  - Racialized persons: 12.9%
  - Persons with Disabilities: 1.2%
  - Indigenous Peoples: 2.8%

## Desired outcomes (CAF)

- Incorporating accommodations for Learning Disabilities (LD) into CAF learning environments
- Review of psychometric assessments used during recruitment for the incorporation of accessibility
- Command teams and military supervisors of civilian employees support timely access to workplace accommodations
- Raise awareness of OL medical disability exemptions for SLE assessments within MILPERSCOM/CMP

## Activities (CAF)

### Activity 2.10

Activity description:

- Tracking and processing Learning Disabilities (LD) accommodation requests across all Development Periods;
- Implementing individualized learning plans at Training Establishments (TEs) such as Canadian Forces College, Canadian Military College (CMC), and Combat Training Center (CTC);
- Researching and identifying barriers in learning environments (e.g., one-size-fits-all teaching, lack of LD support personnel); and
- Recording LD accommodation types, target Military Occupational Structure Identification (MOSID), and gender of requester.
  - L1 Lead: CMP
  - L1 Support: N/A
  - Timeline for Completion: Ongoing

### Activity 2.11

Activity description:

- Initiation of a psychometric accessibility review;
- Identifying accessibility gaps in psychometric tools used during recruitment; and
- Collecting feedback from members with LD on psychometric assessment barriers.
  - L1 Lead: CMP
  - L1 Support: N/A
  - Timeline for Completion: Ongoing

### Activity 2.12

Activity description: CMP to support the implementation and awareness of the Digital GC Workplace Accessibility Passport.

- L1 Lead: CMP
- L1 Support: ADM(HR-Civ), DTAO
- Timeline for Completion: Ongoing, reported annually

### Activity 2.13

Activity description:

- Collecting and reporting Public Service Commission (PSC) statistics on SLE accommodation requests and approvals; and
  - Communicating exemption procedures to Canadian Armed Forces (CAF) members within MILPERSCOM/CMP during SLE preparation.
- L1 Lead: CMP
  - L1 Support: CPCC
  - Timeline for Completion: Ongoing

## Built Environment

The Built Environment priority area is led by the Assistant Deputy Minister, Infrastructure and Environment – ADM(IE).

Feedback from persons with disabilities has underscored the need to continue to focus efforts in this priority area since the built environment of Defence Team buildings, offices, facilities and workplaces poses day-to-day barriers that limit the full participation at work. In response, the Defence Team commits to continuing to proactively consider and address accessibility requirements to ensure that the Defence Team's built environment is accessible by design in alignment with the [CSA/ASC B651 Accessible Design for the Built Environment standard](#) published in 2023.

## New barriers

The following reflect barriers identified in the 2025 calendar year that relate to the built environment pillar. Barriers identified in the [2022 Corrective Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

- Attitudinal barriers towards making specifically the built environment more accessible were raised.
- Allergens are present in DND/CAF buildings, especially Carling Campus. This presents barriers to those with allergies who are unable to safely work in environments with allergens present.
- Inaccessible roads at DND/CAF buildings impacts access.
- Inaccessible physical space to get ID cards at 101 Colonel By Drive in Ottawa.
- Gate key cards do not allow regular door access.

The built environment at air shows has been identified as being inaccessible.

## Desired outcomes

- The Defence Team's built environment is enhanced, and employees, members, clients and visitors have access to barrier-free federally owned and leased buildings, offices, facilities and workplaces, including military Bases and Wings

## Activities

### Activity 3.1

Activity description: Assess and improve the accessibility of the built environment within DND/CAF by conducting accessibility audits and assessing the results.

- L1 Lead: ADM(IE)
- L1 Support: N/A
- Timeline for Completion: Timelines for specific studies and projects will be identified during assessment phase.

### Activity 3.2

Activity description: Continue to improve and develop documents related to accessibility in the built environment by:

1. Continuing to ensure any new contracts involving the built environment have considered requirements for accessibility; and
2. Transitioning the current policy instruments related to accessibility to the new format (CETO, policy, directive, standard, guidelines).

- L1 Lead: ADM(IE)
- L1 Support: N/A

Timeline for Completion: 1. Ongoing, 2. February 2025

## Design and Delivery of Programs and Services

The Design and Delivery of Programs and Services priority area is led by the Defence Team Accessibility Office (DTAO).

Through consultation with persons with disabilities, it has been emphasized that many of the current programs, services, policies, and processes place the burden on individuals with disabilities to identify solutions rather than proactive removal or prevention of barriers. All programs, services, policies and processes should be accessible by default and developed in consultation with persons with disabilities as required by the *Accessible Canada Act (ACA)*.

### New barriers

No new barriers were identified in the Design and Delivery of Programs and Services for the 2025 calendar year. Only barriers that the DTAO is already tracking were identified (see annex E).

### Desired outcomes

- Defence Team programs and services are barrier-free and accessible by default
- DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services

- Persons with disabilities are consulted on programs and services in alignment with the “Nothing Without Us” principle

## Activities

### Activity 4.1

Activity description: Add an accessibility and intersectional checklist to the suite of tools used to perform analysis. This will ensure the lived experiences and needs of persons with disabilities are considered in policy and program development.

- L1 Lead: CPCC
- L1 Support: Chief of Military Personnel (CMP), All L1s
- Timeline for Completion: December 2025

### Activity 4.2

Activity description: Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who design and deliver programs and services.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Ongoing, reported annually/bi-annually (PSES)

### Activity 4.3

Activity description: The implementation of an evergreen DT Accessibility Resource Hub.

- L1 Lead: DTAO
- L1 Support: ADM(PA)
- Timeline for Completion: Ongoing, reported annually

#### **Activity 4.4**

Activity description: Strengthen the role of the Defence Team Accessibility Office to provide guidance on making services more accessible.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Ongoing, reported annually

#### **Activity 4.5**

Activity description: Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who design and deliver programs and services.

- L1 Lead: DTAO
- L1 Support: All L1s
- Timeline for Completion: Ongoing, reported annually

#### **Activity 4.6**

Activity description: The Defence Team aligns with requirements set out in the Accessible Canada Act, the Accessible Canada Act Regulations, and Accessibility Standards.

- L1 Lead: DTAO
- L1 Support: All L1s
- Timeline for Completion: Ongoing reported annually/bi-annually (PSES)

#### Activity 4.7

Activity description: Improve Defence Team Accessibility Feedback Process and consultations to identify, prevent and remove barriers to accessibility.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Ongoing, reported annually

#### Activity 4.8

Activity description: L1s are accountable to remove and prevent barriers to accessibility identified through the Defence Team Accessibility Feedback Process.

- L1 Lead: DTAO
- L1 Support: All L1s
- Timeline for Completion: Ongoing, reported annually

#### Activity 4.9

Activity description: Programs and services are developed in consultation with persons with disabilities and address their feedback.

- L1 Lead: DTAO
- L1 Support: All L1s
- Timeline for Completion: Ongoing, reported annually

## Information and Communication Technologies

Digital Services Group (DSG) leads the Information and Communication Technologies (ICT) priority area. ICT refers to the available software and hardware that support accessibility and enable employees with disabilities to perform at their best. The

activities below will play a crucial role in ensuring that persons with disabilities have tools that are accessible by default.

The [CAN/ASC - EN 301 549:2024 Accessibility requirements for ICT products and services](#) was published in May of 2025. The Defence Team will need to adapt to the accessibility requirements for ICT products and services outlined in the standard. DSG plans to focus and prioritize proactive accessibility measures in the design, maintenance and evolution of ICT. For example:

- improving legacy systems to introduce the standard accessibility features
- introducing new enterprise applications with accessibility features activated where possible
- including common accessibility features in new project statement requirements.

## New barriers

The following reflect barriers identified in the 2025 calendar year that relate predominantly to the ICT pillar. Barriers identified in the [2022 Corrective Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

- Quality of closed captions has worsened on MS Teams
- Some software lacks basic functionality, such as spellcheck or copy paste options. This presents barriers to those who work with them daily.
- Accessibility features that are usually automatic are disabled in some software, such as Microsoft Edge.
- Virtual ergonomic assessments are identified as being inaccurate.
- The Microsoft Whiteboard feature is an inaccessible software.
- MS Teams Live Events do not allow closed captioning to be enabled.
- The audio for live events has been identified as being too low.

Insufficient text to background contrast identified with some software.

## Desired outcomes

- All user ICT accommodation requests are accurately tracked in the EITSM tool, and a comprehensive monthly report is generated and shared to provide visibility into demand trends and fulfillment status.

- An up-to-date online catalogue of approved and relevant hardware and software solutions is established and maintained, providing users with easy access to standardized options that meet organizational requirements.
- A common and standardized approach for delivering AACT services to DT members is fully implemented and consistently applied, ensuring uniform service delivery, improved efficiency, and alignment across the organization.
- Existing and new information and communication technologies (ICT) products, services and content are accessible for all users.

## Activities

### Activity 5.1

Activity description: Maintain and track ICT accessibility requests and fulfillment with the Enterprise Information Technology Service Management (EITSM) tool for all user ICT accommodation demands.

- L1 Lead: DSG
- L1 Support: Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)
- Timeline for Completion: Ongoing, reported annually

### Activity 5.2

Activity description: Maintain an online catalogue of already approved and pertinent hardware and software solutions.

- L1 Lead: DSG
- L1 Support: Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)
- Timeline for Completion: Ongoing, reported annually

### Activity 5.3

Activity description: Implement a standardized and common approach to ICT Accessibility request and fulfilment to deliver AAAC services to DT members.

- L1 Lead: DSG
- L1 Support: Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)
- Timeline for Completion: Ongoing, reported annually

### Activity 5.4

In agreement with the business/operational owner, DSG will improve the legacy systems to introduce the standard accessibility features provided it is feasible, cost effective and does not impact on the operational imperatives.

- L1 Lead: DSG
- L1 Support: N/A
- Timeline for Completion: Indicator is in place by Q3 2026

### Activity 5.5

Activity description: New enterprise applications being introduced will have their accessibility features activated in line with TBS accessibility standard, provided it respects IT security and does not jeopardize the DND-CAF operational posture.

- L1 Lead: DSG
- L1 Support: N/A
- Timeline for Completion: Q2 2026, reported annually

## Activity 5.6

Activity description: New projects will include, as part of their statement of requirements, the most common accessibility features as listed by TBS, provided it respects IT security and does not jeopardize the DND-CAF operational posture.

- L1 Lead: DSG
- L1 Support: N/A
- Timeline for Completion: Q2 2026, reported annually

## Communication

The Assistant Deputy Minister, Public Affairs – ADM(PA) leads the communication pillar (other than information and communication technologies). Barrier-free communications and content are fundamental to creating an accessible Defence Team as they are at the center of our day-to-day experiences in the workplace.

Making sure communications are accessible is the responsibility of all public service employees and CAF members. To ensure that individuals are equipped to respond to this need, the activities below are focused on providing clear and consistent direction on the development and application of barrier-free communication products and activities.

The [CAN-ASC-3.1:2025 – Plain Language](#) standard was published in October 2025 to support organizations in creating accessible, clear, and efficient communication. Using plain language will help the Defence Team remove communication barriers, while also saving time and money. A communication is considered plain language if its wording, structure, and design are so clear that the intended audience can easily do each of the following:

- Find what they need
- Understand what they find
- Use that information

Only members of the intended audience can say whether a communication is plain language for them, depending on the topic, format, and context.

## New barriers

The following reflect barriers identified in the 2025 calendar year that relate predominantly to the communications pillar. Barriers identified in the [2022 Corrective](#)

[Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

- Inaccessibly formatted documents at the L0 level used for governance.
- Canada.ca websites do not always provide an accessible HTML version of content for download, including those related to DND/CAF.
- Lack of clear communications about technological resources offered (for example, AACT).
- Promotional materials on display screens are visually overwhelming and present barriers.
- The email communications and SOPs for the Windows 11 update were not accessible.
- Insufficient communications about accessibility-related resources for those who do not have access to a DND/CAF device, and therefore, the intranet.

The Writer's Guides for Technical Documentation do not meet accessibility standards.

## Desired outcomes

- Communications are accessible, including being written in plain language.
- Employees and CAF members are knowledgeable of accessibility considerations as they relate to communication products.
- Internal and external clients can depend on accessible / alternate versions being available to them in a reasonable amount of time.
- PA staff are aware of and able to leverage appropriate language to communicate effectively about disability in writing, speech and images.
- PA staff are aware of the importance of a barrier-free environment for all.

## Activities

### Activity 6.1

Activity description: Provide accessible content produced and disseminated by ADM(PA) to the Defence Team.

- L1 Lead: ADM(PA)

- L1 Support: N/A
- Timeline for Completion: Ongoing

### **Activity 6.2**

Activity description: Evaluate external communications produced and disseminated by ADM(PA) for compliance with regulated accessibility requirements.

- L1 Lead: ADM(PA)
- L1 Support: N/A
- Timeline for Completion: Ongoing

### **Activity 6.3**

Activity description: Promote and encourage the accessible communications standards to Defence Team members for internal and external dissemination that comply with the Guidelines on Making Communications Products and Activities Accessible.

- L1 Lead: ADM(PA)
- L1 Support: N/A
- Timeline for Completion: Ongoing

### **Activity 6.4**

Activity description: Requests for accessible formats of documents are resolved within 10 business days (unless otherwise negotiated with the client).

- L1 Lead: ADM(PA)
- L1 Support: N/A

- Timeline for Completion: Ongoing

### Activity 6.5

Activity description: Promote the existence and encourage the use of the Government of Canada's "A Way with Words and Images: Guide for communicating with and about persons with disabilities" with all PA practitioners through various means, including outreach from ADM(PA) Accessibility Ambassador engagements.

- L1 Lead: ADM(PA)
- L1 Support: N/A
- Timeline for Completion: Ongoing

### Activity 6.6

Activity description: Include Accessibility-themed topics, including information and resources available from the Office of Disability Management and the Duty to Accommodate process, in various learning days / Community of Practice sessions throughout ADM(PA), supported by the L1 Accessibility Ambassador.

- L1 Lead: ADM(PA)
- L1 Support: N/A
- Timeline for Completion: Ongoing

## Transportation

The Defence Team Accessibility Office is currently leading the transportation priority area. Addressing the barriers to transportation for the Defence Team is complex due to our international footprint and the many Base and Wing Commands across Canada. The activities below will help the Defence Team better understand what accessible parking is available across the country and communicate that information to new public service employees and CAF members.

## New barriers

The following reflect barriers identified in the 2025 calendar year that relate predominantly to the transportation pillar. Barriers identified in the [2022 Corrective Defence Team Accessibility Plan](#), as well as in the [2024 Defence Team Accessibility Plan Progress Report](#) are listed in the annex below (annex E).

- Barriers limiting the ability to use transportation or commute (for example, car, public transportation)
- Communications relating to traffic congestion at Carling Campus was inaccessible and no alt text was provided.

## Desired outcomes

- DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking

## Activities

### Activity 7.1

Activity description: Assess the inventory of available accessible parking for DND and CAF parking facilities in Canada.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: Annually, 2025-2027

### Activity 7.2

Activity description: Include information about accessible parking at DND and CAF facilities in onboarding materials.

- L1 Lead: DTAO
- L1 Support: N/A
- Timeline for Completion: 2025-2027

## Procurement of Goods, Services, and Facilities

The Assistant Deputy Minister, Material ((ADM(Mat))) leads the priority area for programs of goods, services, and facilities.

Accessibility in procurement is about ensuring that the goods and services we buy are accessible. This includes:

- providing a barrier-free procurement process for the public via access to information and tendering opportunities
- enabling diverse suppliers, including businesses owned or led by persons with disabilities, to participate in procurement processes
- Ensuring that accessibility is considered when procuring goods and services

Procurement activities for DND and the CAF are complex due to the volume and scope of requests. Despite the complexity, there is an acknowledgement that it can be done more accessibly. Due to its large procurement footprint, there is an opportunity for the Defence Team to position itself to be part of the Government of Canada-wide solution moving forward.

No new barriers were identified in Procurement for the 2025 calendar year. Only barriers that the DTAO is already tracking were re-identified (see annex E).

### Desired outcomes

- Accessibility considerations in procurement communicated to employees of DND and members of the CAF with procurement responsibilities

### Activities

<b>Activity 8.1</b>
<p>Activity description: Review and update the Procurement Administration Manual (PAM) Chapter 1.10.2 on Accessible Procurement, including the Accessible Procurement SharePoint page referenced within.</p> <ul style="list-style-type: none"><li>• L1 Lead: ADM(Mat)</li><li>• L1 Support: N/A</li><li>• Timeline for Completion: March 2026</li></ul>

## Activity 8.2

Activity description: Develop content on accessibility requirements for a new section on Technical Support for Procurement Management and Social Procurement for Part 8 of the Technical Support Guide.

- L1 Lead: ADM(Mat)
- L1 Support: N/A
- Timeline for Completion: December 2025

## Accountability and governance

The current accountability and governance structure at the Defence Team is unclear and inconsistent. The Defence Team governance structure for accessibility requires improvement to ensure that senior leadership is best positioned in enabling accountability, stewardship and transparency on accessibility.

The director-level (L3) Accessibility Working Group also plays an important role in accessibility responsibility at the Defence Team. Although representatives are not personally accountable for the delivery of commitments made in plans and progress reports, representatives are key stewards in ensuring their respective senior leadership and chains of command are up to date on accessibility requirements and initiatives. Each priority area lead is responsible for prioritizing and determining their accessibility activities and solutions to barriers. However, many accessibility barriers require a coordinated effort between multiple L1s to work toward removal and prevention of the barriers. Many accessibility barriers are not specific to any one pillar lead and impact all L1s across the Defence Team. It is the responsibility of all L1s to ensure that they are creating a workplace that allows for the full participation and inclusion of persons with disabilities.

## Performance measurement

The Defence Team Accessibility Office (DTAO) is the functional authority of the accessibility program. The DTAO has developed an accessibility performance measurement strategy (annex D), an area for improvement that was identified in the initial 2022 Accessibility Plan and 2023 Progress Report.

Development of the strategy involves leveraging best practices from across the Government of Canada through the Interdepartmental Accessibility Community of Practice and through direct engagement with OPSA. The accessibility performance measurement framework was developed to align with the [Accessibility Strategy for the](#)

[Public Service of Canada](#). The accessibility performance measurement framework will support the Defence Team in better monitoring and tracking progress toward removing accessibility barriers year-over-year. This increased focus on measurement will support evidence-based decision making, accountability, and continuous improvement over time. The accessibility performance measurement framework is iterative and intended to be refined as data and best practices for accessibility measurement are available. Better measurement also helps the Defence Team identify where incremental progress is being made and identify areas for improvement. As the Defence Team establishes baselines for the accessibility performance measurement framework, the DTAO will continue to advocate for SMART performance indicators (i.e., indicators that are specific, measurable, attainable, relevant, and time-based) across all priority areas.

## Plan implementation

The Defence Team Accessibility Office (DTAO) will continue to engage with persons with disabilities, partners, and governance committees to identify and implement strategies to support the removal of barriers for people with disabilities.

The Defence Team Accessibility Office will be responsible for monitoring progress against the 2025-2027 Accessibility Plan and raising progress with senior leadership through its chain of command and relevant governance forums to ensure accountability of results.

In accordance with the *Accessible Canada Act* and Regulations, the Defence Team will continue to publish an updated accessibility plan every three years with Progress Reports every year in between. The Defence Team is committed to reporting on the progress made against the enclosed plan in its 2026 progress report, which will also highlight the feedback received against the plan and newly identified barriers.

## Conclusion

The Defence Team created the 2025-28 Accessibility Plan to meet the requirements of the *Accessible Canada Act (ACA)*. The plan will help remove and prevent accessibility barriers, while setting the Defence Team up to monitor our success. While the plan identifies concrete actions led by priority area leads, all members of the Defence Team, at all levels of the organization, must commit to prioritizing accessibility in their work. The Defence Team has made progress toward being disability-inclusive and accessibility-confident, but there is much more work to be done to make the Defence Team a barrier-free workplace for persons with disabilities. All DND employees and CAF members will need to take individual responsibility to act in ways that create a more inclusive and accessible workplace for everyone. Accessibility is everyone's responsibility.

# Annex A: Newly identified barriers in 2025 by priority area

## Culture

- Inaccessibility of voicemail option in DT Accessibility Feedback form.
- Events and training only being offered in-person
- Inaccessible workshops being offered, due to content and/or format
- The DAGPWD does not receive sufficient feedback as to how their input is applied, which goes against the *Employment Equity Act* and devalues their feedback

## Employment

### Both DND and CAF

- Lack of hiring persons with lived experience to fulfill accessibility-related jobs
- Difficulty getting ergonomic recommendations implemented once recommendations are acquired
- The Worker's Compensation Board process is inaccessible and creates unnecessary delays, furthering barriers experienced by those trying to make a claim
- The Return to Work and Duty to Accommodate processes have been identified as being inaccessible
- GOC guidelines not being followed for creating accessible documents during the accommodations process (serif fonts being used, for example)

### DND

- The application process for DND jobs is not accessible, and is discriminatory against persons with disabilities, as well as other intersectional identities

### CAF

- The medical release process from the CAF is inaccessible, especially administrative processes that are in place. This furthers harm experienced to those being medically released.

- The system of accountability for the inaccessibility of medical release process is unclear to those navigating it
- The cost of autism assessments is not covered by the CAF

## **Built Environment**

- Attitudinal barriers towards making specifically the built environment more accessible were raised.
- Allergens are present in DND/CAF buildings, especially Carling Campus. This presents barriers to those with allergies who are unable to safely work in environments with allergens present.
- Inaccessible roads at DND/CAF buildings impacts access.
- Inaccessible physical space to get ID cards at 101 Colonel By Drive in Ottawa.
- Gate key cards do not allow regular door access.
- The built environment at air shows has been identified as being inaccessible.

## **Design and Delivery of Programs and Services**

No new barriers were identified in the Design and Delivery of Programs and Services for the 2025 calendar year. Only barriers that the DTAO is already tracking were re-identified (see annex E).

## **Information and Communication Technologies (ICT)**

- Quality of closed captions has worsened
- Some software lacks basic functionality, such as spellcheck or copy paste options. This presents barriers to those who work with them daily.
- Accessibility features that are usually automatic are disabled in some software, such as Microsoft Edge.
- Virtual ergonomic assessments are identified as being inaccurate.
- The Microsoft Whiteboard feature is an inaccessible software.
- MS Teams Live Events do not allow closed captioning to be enabled.
- The audio for live events has been identified as being too low.
- Insufficient text to background contrast identified with some software.

## Communication (other than ICT)

- Inaccessibly formatted documents at the L0 level used for governance.
- Canada.ca websites do not always provide an accessible HTML version of content for download, including those related to DND/CAF.
- Lack of clear communications about technological resources offered (for example, AACT).
- Promotional materials on display screens are visually overwhelming and present barriers.
- Some of the language in the Digital Accessibility Toolkit has been identified as being unclear.
- The email communications and SOPs for the Windows 11 update were not accessible.
- Insufficient communications about accessibility-related resources for those who do not have access to a DND/CAF device, and therefore, the intranet.
- The Writer's Guides for Technical Documentation do not meet accessibility standards.

## Transportation

- Barriers limiting the ability to use transportation or commute (for example, car, public transportation)
- Communications relating to traffic congestion at Carling Campus were inaccessible and no alt text was provided.

## Procurement of Goods, Services, and Facilities

No new barriers were identified in Procurement for the 2025 calendar year. Only barriers that the DTAO is already tracking were re-identified (see annex E).

## Annex B: Definitions

### accessibility

The degree to which a product, service, program or environment can be accessed or used by all.

### accommodation

Any change in the work environment that allows a person with functional limitations to do their job. Accommodations can be temporary, periodic or long-term, including:

- adjusting the physical workspace
- adapting the equipment or tools
- working flexible hours or job-sharing
- moving the workspace
- working from home
- removing or changing some non-essential tasks for others
- time off for medical appointments

### assistive or adaptive device/technology

A device, system or equipment designed to help a person do a task. Examples include canes, crutches, walkers, wheelchairs, hearing aids and personal emergency response systems. They can also be IT-related items such as screen-reading software.

### barrier

Anything that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation. Barriers can be physical, architectural, technological, attitudinal or based on information or communications. They can also be the result of a policy or practice. (Source: [Accessible Canada Act](#))

### clients

People, businesses or their representatives served by, or using services provided by a government department.

## disability

A disability is any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society. (Source: [Accessible Canada Act](#))

## equity-seeking group

A group of persons who are disadvantaged based on one or more prohibited grounds of discrimination within the meaning of the Canadian Human Rights Act. (Source: [Public Service Employment Act](#))

## inclusion

The act of including someone or something as part of a group. An inclusive workplace is fair, equitable, supportive, welcoming and respectful.

Inclusion values and leverages differences in identities, abilities, backgrounds, cultures, skills, experiences and perspectives that support and reinforce Canada's evolving human rights framework. (Source: [Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion](#))

## intersectionality

The interconnected nature of various social aspects, such as sex, gender, age, race, ethnicity, Indigenous identity, economic status, immigrant status, sexual orientation, disability, and geography, as they apply to a given individual or group, viewed as impacting experiences of discrimination or disadvantage.

An intersectional accessibility lens is the analytical framework that starts with/centers experiences of people with (a) disability(ies).

## nothing without us

"Nothing without us" is one of the guiding principles of the [Accessibility Strategy for the Public Service of Canada](#). It means that persons with disabilities need to be fully and directly involved in the design of policies, plans, programs and services.

## self-identification

Providing employment equity information for statistical purposes. The federal public service uses this information to monitor the progress of employment equity groups and to report on workforce representation.

## **systemic barrier**

A systemic barrier is a pattern of behaviour in the policies and practices of an organization, which puts equity-seeking groups at a disadvantage.

## Annex C: 2025 Defence Team Accessibility Plan Progress Report: Activities and indicators status updates

### Culture

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
1.1	Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities.	Chief Professional Conduct and Culture (CPCC)	Assistant Deputy Minister Public Affairs – ADM(PA)	December 2025	Complete
1.2	Develop and implement a communications strategy for the Defence Team Accessibility Plan, as well as products to raise awareness of accessibility and disability inclusion.	Chief Professional Conduct and Culture (CPCC)	Assistant Deputy Minister Public Affairs – ADM(PA)	December 2025	Complete
1.3	Develop and implement an accessibility awareness campaign.	Chief Professional Conduct and Culture (CPCC)	Assistant Deputy Minister Public Affairs – ADM(PA)	December 2025	Complete

## Employment (DND)

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
2.1	Set and report on annual hiring, inclusion, and promotion goals for EE groups, including persons with disabilities.	Assistant Deputy Minister, Human Resources – Civilian – ADM(HR-Civ)	Chief Professional Conduct and Culture (CPCC), All L1s	FY 2024-25	Completed
2.2	Conduct Intersectional and accessibility reviews of key employment systems to identify, eliminate, mitigate barriers (target areas: accommodations, grievances, official languages training, orientation, performance & talent management).	Assistant Deputy Minister, Human Resources – Civilian – ADM(HR-Civ)	N/A	2024-2027	In Progress (On-Track)
2.3	Lead the implementation of the Accessibility Passport	Assistant Deputy Minister, Human Resources – Civilian – ADM(HR-Civ)	All L1s	FY 2024-25	Completed

## Employment (CAF)

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
2.4	Chief Professional Conduct and Culture will enable self-identification in order to set and report on representation for EE designated	Chief Professional Conduct and Culture (CPCC)	Chief of Military Personnel (CMP)	December 2025	In Progress (On-Track)

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
	groups, including persons with disabilities.				
2.5	Conduct reviews of new CAF policies, programs, and systems to ensure removal of accessibility barriers, as possible, per the <i>Accessible Canada Act</i> .	Chief Professional Conduct and Culture (CPCC)	Chief of Military Personnel (CMP)	Ongoing- will be reported annually	In Progress (On-Track)
2.6	Conduct reviews of the Universality of Service (U of S) policy and standards to better align and respond to the evolution of the CAF's roles and operations, while considering developments in Canadian Human Rights law (i.e., the Accessible Canada Act, the Canadian Human Rights Act, the Employment Equity Act, etc.)	Chief of Military Personnel (CMP)	Chief Professional Conduct and Culture (CPCC)	Ongoing	In Progress (On-Track)
2.7	Continued review of aptitude test to better align operational requirements and the limits of accommodation with the Accessible Canada Act (ACA) and Employment Equity Act.	Chief of Military Personnel (CMP)	Army Air Force Navy	Ongoing	Cancelled

## Built Environment

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
3.1	Assess and improve the accessibility of the built environment within DND/CAF by conducting accessibility audits and assessing the results.	Assistant Deputy Minister, Infrastructure and Environment – ADM(IE)	N/A	Timelines for specific studies and projects will be identified during assessment phase.	In Progress (On-Track)
3.2	Continue to improve and develop documents related to accessibility in the built environment by: (1) Continuing to ensure any new contracts involving the built environment have considered requirements for accessibility; and (2) Transitioning the current policy instruments related to accessibility to the new format (CETO, policy, directive, standard, guidelines).	Assistant Deputy Minister, Infrastructure and Environment – ADM(IE)	N/A	1- Ongoing 2- Feb 2025	1) In Progress (On track) 2) Completed

## Design and Delivery of Programs and Services

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
4.1	Make it easier for persons with disabilities to provide accessibility-related feedback on programs and	Chief Professional Conduct and Culture (CPCC)	All L1s	December 2025	Complete

	services without having to submit a formal complaint.				
<b>4.2</b>	Strengthen the role of the Defence Team Accessibility Office for Accessible Client Service. This team will offer guidance on making services more accessible.	Chief Professional Conduct and Culture (CPCC)	N/A	December 2025	Complete
<b>4.3</b>	Add an accessibility and intersectional checklist to the suite of tools used to perform analysis. This will ensure the lived experiences and needs of persons with disabilities are considered in policy and program development.	Chief Professional Conduct and Culture (CPCC)	Chief of Military Personnel (CMP), All L1s	December 2025	In Progress (Delayed)

## Information and Communication Technologies (ICT)

<b>Activity no.</b>	<b>Activity</b>	<b>Activity Lead</b>	<b>Activity Support</b>	<b>Timeline for Completion</b>	<b>Activity Status</b>
<b>5.1</b>	Develop a tracking process using the Enterprise Information Technology Service Management (EITSM) tool for all user ICT accommodation demands.	Digital Services Group (DSG)	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	April 2025	Complete
<b>5.2</b>	Track all user ICT accommodation demands through EITSM and provide monthly report.	Digital Services Group (DSG)	Assistant Deputy Minister (Human	May 2025	Complete

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
			Resources – Civilian) ADM(HR-Civ)		
5.3	Establish and maintain an online catalogue of already approved and pertinent hardware and software solutions.	Digital Services Group (DSG)	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	April 2025	Complete
5.4	Adopt a Common and Standardized Approach. Develop and implement a common and standard approach to deliver AAAC services to the DT members.	Digital Services Group (DSG)	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	April 2025	Complete

### Communication (other than ICT)

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
6.1	Provide accessible content produced and disseminated by ADM(PA) to the Defence Team.	Assistant Deputy Minister, Public Affairs – ADM(PA)	N/A	Ongoing	Complete
6.2	Ensure external communications produced and disseminated by	Assistant Deputy Minister, Public Affairs – ADM(PA)		Ongoing	Complete

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
	ADM(PA) are compliant with regulated accessibility requirements.				
6.3	Promote and encourage the accessible communications standards to Defence Team members for internal and external dissemination that comply with the <a href="#">Guidelines on Making Communications Products and Activities Accessible</a> .	Assistant Deputy Minister, Public Affairs – ADM(PA)	All L1s	Ongoing	Complete

## Transportation

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
7.1	Ensure process to obtain parking behind the gates at Carling Campus is up to date and posted accessibly for employees, CAF members, clients and visitors. adequate accessible parking is available to employees with physical/mobility disabilities as required.	CFSG (O-G), Vice Chief of Defence Staff (VCDS)	N/A	December 2024	Complete
7.2	Run a pilot at Carling Campus to determine how to address barriers in the transportation footprint with a	Chief Professional Conduct and Culture (CPCC)	All L1s	December 2024	Cancelled

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
	view to expanding the pilot across Canada to all Bases and Wings.				

## Procurement of Goods, Services and Facilities

Activity no.	Activity	Activity Lead	Activity Support	Timeline for Completion	Activity Status
8.1	Review the Statement of Work (SOW) standard, D-01-002-009/SG-001. Content related to accessibility will be reviewed and updated as required.	Assistant Deputy Minister, Materiel – ADM(Mat)	N/A	September 2024	Complete
8.2	Review and update the Procurement Administration Manual (PAM) Chapter 1.10.2 on Accessible Procurement, including the Accessible Procurement SharePoint page referenced within.	Assistant Deputy Minister, Materiel – ADM(Mat)	N/A	March 2026	In Progress (On-Track)
8.3	Develop content on accessibility requirements for a new section on Technical Support for Procurement Management and Social Procurement for Part 8 of the Technical Support Guide.	Assistant Deputy Minister, Materiel – ADM(Mat)	N/A	December 2025	In Progress (On-Track)

## Annex D: 2025-27 Accessibility Performance Measurement Framework (PMF): Activities and indicators

### Culture

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.1	Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities (IDPD).	DTAO	N/A	Ongoing, reported annually	1. Percentage of total respondents to the DT Accessibility Consultation Questionnaire that select "International Day for Persons with Disabilities (IDPD)" and/or "National AccessAbility Week (NAAW)" in response to the question "Do you remember receiving any of the following departmental communications on accessibility?"	1. Consultation questionnaire Question: "Do you remember receiving any of the following departmental communications on accessibility?" (NAAW and IDPD results only)
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.1	Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities (IDPD).	DTAO	N/A	Ongoing, reported annually	2. Percentage of total DND employees/CAF members who attended International Day for Persons with Disabilities (IDPD) and/or National AccessAbility Week (NAAW), respectively	2. DTAO administrative data set
Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.1	Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities (IDPD).	DTAO	N/A	Ongoing, reported annually	3. Average rating of participants who respond to a poll before and after IDPD and NAAW events who feel more aware and confident about including employees with disabilities in the workplace.	3. DTAO administrative data set (poll results)

Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.1	Develop and deliver annual programming and communications for National AccessAbility Week (NAAW) and International Day of Persons with Disabilities (IDPD).	DTAO	N/A	Ongoing, reported annually	4. Percentage of "strongly agree" or "somewhat agree" responses to the PSES Q.48: "My department or agency implements activities and practices that support a diverse workforce."	4. PSES Q.48, "My department or agency implements activities and practices that support a diverse workforce."
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	1. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Strongly Agree" or "Agree" to Question: "I think the Defence Team is invested in working to improve accessibility"	1. DT Accessibility Consultation Questionnaire Question: "I think the Defence Team is invested in working to improve accessibility"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	2. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Better" or "The Same" to Question: "How would you rank the culture of accessibility in the Defence Team, when compared to other workplaces?"	2. Consultation Questionnaire Question: "How would you rank the culture of accessibility in the Defence Team, when compared to other workplaces?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	3. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Yes" to Question: "Have you ever experienced any type of stigma in relation to accessibility in the workplace?"	3. DT Accessibility Consultation Questionnaire Question: "Have you ever experienced any type of stigma in relation to accessibility in the workplace?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	4. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Yes" to Question: "Have you ever witnessed any type of stigma in relation to accessibility in the workplace?"	4. DT Accessibility Consultation Questionnaire Question: "Have you ever witnessed any type of stigma in relation to accessibility in the workplace?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	5. Responses to DT Accessibility Consultation Questionnaire Question: "Would you currently feel comfortable speaking with your manager about your accessibility needs?"	5. DT Accessibility Consultation Questionnaire Question: "Would you currently feel comfortable speaking with your manager about your accessibility needs?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	6. Responses to DT Accessibility Consultation Questionnaire Question: "The following barriers have been identified in relation to the accessibility of Defence Team social events. Please select the barriers that you have personally encountered. (select all that apply)"	6. DT Accessibility Consultation Questionnaire Question: "The following barriers have been identified in relation to the accessibility of Defence Team social events. Please select the barriers that you have personally encountered. (select all that apply)"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	7. Responses to DT Accessibility Consultation Questionnaire Question: "Do you consider accessibility when scheduling or organizing meetings?"	7. DT Accessibility Consultation Questionnaire Question: "Do you consider accessibility when scheduling or organizing meetings?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.2	Develop and implement products and training to raise awareness of disability inclusion and accessibility.	DTAO	N/A	Ongoing, reported annually	8. Responses to DT Accessibility Consultation Questionnaire Question: "How would you rank the culture of accessibility in the Defence Team, when compared to other workplaces?"	8. DT Accessibility Consultation Questionnaire Question: "How would you rank the culture of accessibility in the Defence Team, when compared to other workplaces?"
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Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.3	Raising awareness of the GC Workplace Accessibility Passport.	DTAO	All L1s	Ongoing, reported annually	1. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Yes" to the question "Are you aware of the Government of Canada Workplace Accessibility Passport?"	1. DT Accessibility Consultation Questionnaire question "Are you aware of the Government of Canada Workplace Accessibility Passport?"
Culture	The Defence Team's culture promotes disability inclusion and accessibility by default.	1.3	Raising awareness of the GC Workplace Accessibility Passport.	DTAO	All L1s	Ongoing, reported annually	2. Percentage of total DND civilian employees who uptake the Digital GC Workplace Accessibility Passport.	2. HR-Civ data source (myAccessibleWorkplace TAP application)

## Employment (DND)

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Employment (DND)	There is an increase in the representation and promotion of persons with disabilities	2.1	Set annual hiring and promotion goals for persons with disabilities as part of DND's EEDI Plan for the Public Service Workforce, and report semi-annually on efforts towards them	ADM(HR-Civ)	All L1s	Annually, 2025-2027	Annual hiring and promotion goals for persons with disabilities & Semi-annual report on efforts towards hiring and promotion goals for persons with disabilities	Defence People Management Committee (DPMC) Records of Decision
Employment (DND)	There is an increase in the representation and promotion of persons with disabilities	2.2	Conduct an EE-focused advertised process each fiscal year that includes persons with disabilities	ADM(HR-Civ)	N/A	Annually, 2025-2027	One EE focused advertised process per fiscal that include persons with disabilities	ADM(HR-Civ)'s Branch Executive Committee (BEC) Records of Decision

Employment (DND)	There is an increase in the representation and promotion of persons with disabilities	2.3	Engage with the CAF Transition Team to strengthen talent pathways, ensuring medically released CAF members have seamless opportunities for continued employment as public servants within the Defence Team.	ADM(HR-Civ)	N/A	2025-2027	Talent pathways for medically released CAF members are mapped and supported, baseline hiring data is established.	ADM(HR-Civ) Employment Equity, Diversity and Inclusion Subcommittee (EEDISC) to the Branch Executive Committee (BEC) Records of Decision
Employment (DND)	Employees have timely access to workplace accommodations	2.4	Review and adjust DND's current accommodation systems and policies.	ADM(HR-Civ)	N/A	2025-2027	Adjustments made to accommodation systems and policies (including DAODs) based on review findings	ADM(HR-Civ)'s Branch Executive Committee (BEC) Records of Decision

Employment (DND)	Human resources' practices for public service employees are accessible so that persons with disabilities are supported.	2.5	Improve performance and talent management programs to ensure persons with disabilities, accessibility, and accommodation considerations are included in all program tools, guidance, and/or training.	ADM(HR-Civ)	N/A	2025-2027	Updates made to the performance and talent management programs based on review findings	ADM(HR-Civ) Employment Equity, Diversity and Inclusion Subcommittee (EEDISC) to the Branch Executive Committee (BEC) Records of Decision
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Employment (DND)	Human resources' practices for public service employees are accessible so that persons with disabilities are supported.	2.6	Include the prioritization of persons with disabilities in L1 guidelines for Second Language Training and Evaluations (SLTE) and explore ability to set target.	ADM(HR-Civ)	All L1s	2025-2027	Prioritization guidelines outline recommended strategies for prioritizing SLTE for persons with disabilities	ADM(HR-Civ) Employment Equity, Diversity and Inclusion Subcommittee (EEDISC) to the Branch Executive Committee (BEC) Records of Decision
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Employment (DND)	Human resources' practices for public service employees are accessible so that persons with disabilities are supported.	2.7	Review DND's Second Language Training & Evaluations (SLTE) process to identify barriers and gaps, and recommend improvements, to ensure greater access for persons with disabilities	ADM(HR-Civ)	N/A	2025-2027	Adjustments made to DND's SLTE program accommodation processes based on review findings	ADM(HR-Civ) Employment Equity, Diversity and Inclusion Subcommittee (EEDISC) to the Branch Executive Committee (BEC) Records of Decision
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Employment (DND)	Human resources' practices for public service employees are accessible so that persons with disabilities are supported.	2.8	Strengthen awareness and education for managers and employees of DND's social model of accessibility to foster cultural change, including use of the Accessibility Passport.	ADM(HR-Civ)	N/A	2025-2027	Awareness and/or communication campaign products promulgated.	ADM(HR-Civ) Employment Equity, Diversity and Inclusion Subcommittee (EEDISC) to the Branch Executive Committee (BEC) Records of Decision
Employment (DND)	Human resources' practices for public service employees are accessible so that persons with disabilities are supported.	2.9	Training for managers and employees related to support for neurodivergent candidates and employees.	ADM(HR-Civ)	N/A	2025-2027	Training and information sessions launched	TBD

## Employment (CAF)

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Employment (CAF)	Incorporating accommodations for Learning Disabilities (LD) into CAF learning environments	2.10	<p>Tracking and processing Learning Disabilities (LD) accommodation requests across all Development Periods;</p> <p>Implementing individualized learning plans at Training Establishments (TEs) such as Canadian Forces College, Canadian Military College (CMC), and Combat Training Center (CTC);</p> <p>Researching and identifying barriers in learning environments (e.g., one-size-fits-all teaching, lack of LD support personnel); and</p> <p>Recording LD accommodation types, target Military Occupational Structure</p>	CMP	N/A	Ongoing	Percentage of people who requested accommodations for Learning Disabilities in CAF learning environments who report receiving accommodations.	Administrative dataset

			Identification (MOSID), and gender of requester.					
Employment (CAF)	Review of psychometric assessments used during recruitment for the incorporation of accessibility	2.11	Initiation of a psychometric accessibility review;  Identifying accessibility gaps in psychometric tools used during recruitment; and  Collecting feedback from members with LD on psychometric assessment barriers.	CMP	N/A	Ongoing	Percentage of psychometric assessments that have been reviewed and updated to incorporate accessibility	Administrative dataset
Employment (CAF)	Command teams and military supervisors of civilian employees support timely access to workplace accommodations.	2.12	CMP to support the implementation and awareness of the Digital GC Workplace Accessibility Passport.	CMP	ADM(HR-Civ), DTAO	Ongoing, reported annually	1. Percentage of CAF members in supervisory roles who respond "Yes" to the DT Accessibility Consultation Questionnaire question "Are you aware of the Government of Canada Workplace Accessibility Passport?"	1. DT Accessibility Consultation Questionnaire data set (DTAO)

Employment (CAF)	Command teams and military supervisors of civilian employees support timely access to workplace accommodations.	2.12	CMP to support the implementation and awareness of the Digital GC Workplace Accessibility Passport.	CMP	ADM(HR-Civ), DTAO	Ongoing, reported annually	2. Percentage of total CMP civilian employees who uptake the Digital GC Workplace Accessibility Passport.	2. Digital GC Workplace Accessibility Passport data (DTAO and ADM(HR-Civ))
Employment (CAF)	Raise awareness of OL medical disability exemptions for SLE assessments within MILPERSCOM/CMP	2.13	Collecting and reporting Public Service Commission (PSC) statistics on SLE accommodation requests and approvals; and  Communicating exemption procedures to Canadian Armed Forces (CAF) members within MILPERSCOM/CMP during SLE preparation.	CMP	CPCC	Ongoing	Percentage of Second Language Evaluations (SLE) that have supported accommodations requests/ Total number of Second Language Evaluations (SLE) requesting accommodations.	Administrative dataset

## Built Environment

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Built environment	The Defence Team's built environment is enhanced, and employees, members, clients and visitors have access to barrier-free federally owned and leased buildings, offices, facilities and workplaces, including military Bases and Wings.	3.1	Assess and improve the accessibility of the built environment within DND/CAF by conducting accessibility audits and assessing the results.	ADM(IE)	N/A	Timelines for specific studies and projects will be identified during assessment phase.	Percentage of buildings that have undergone an accessibility audit in accordance with the Standard on Accessible and Inclusive Design (SAID)	ADM(IE) Accessibility Audit Team

Built environment	The Defence Team's built environment is enhanced, and employees, members, clients and visitors have access to barrier-free federally owned and leased buildings, offices, facilities and workplaces, including military Bases and Wings.	3.2	Continue to improve and develop documents related to accessibility in the built environment by: 1. Continuing to ensure any new contracts involving the built environment have considered requirements for accessibility; and	ADM(IE)	N/A	1. Ongoing	1. Percentage of projects under DAES-Arch oversight meeting the Standard on Accessible and Inclusive Design (SAID) or an approved alternative compliance path	1. Project information, DAES- Arch administrative dataset
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Built environment	The Defence Team's built environment is enhanced, and employees, members, clients and visitors have access to barrier-free federally owned and leased buildings, offices, facilities and workplaces, including military Bases and Wings.	3.2	Continue to improve and develop documents related to accessibility in the built environment by: 2. Transitioning the current policy instruments related to accessibility to the new format (CETO, policy, directive, standard, guidelines).	ADM(IE)	N/A	2. Feb, 2025	2. Percentage of projects under DAES-Arch oversight meeting the Standard on Accessible and Inclusive Design (SAID) or an approved alternative compliance path	2. Project information, DAES- Arch administrative dataset
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## Design and Delivery of Programs and Services

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.1	Add an accessibility and intersectional checklist to the suite of tools used to perform analysis. This will ensure the lived experiences and needs of persons with disabilities are considered in policy and program development.	Chief Professional Conduct and Culture (CPCC)	Chief of Military Personnel (CMP), All L1s	25-Dec	Completion of Accessibility Checklist	Administrative dataset

Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.2	Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who design and deliver programs and services.	DTAO	N/A	Ongoing, reported annually/bi-annually (PSES)	1. Percentage of “Yes” or “Somewhat” of total responses to DT Accessibility Consultation Questionnaire Question “Do you feel like you have the tools and resources necessary to consider accessibility in your day-to-day work?”	1. DT Accessibility Consultation Questionnaire Question “Do you feel like you have the tools and resources necessary to consider accessibility in your day-to-day work?”
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Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.2	Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who design and deliver programs and services.	DTAO	N/A	reported annually/bi-annually (PSES)	2. Percentage of “Strongly Agree” or “Somewhat Agree” responses to the PSES Q.52: “I feel that the Call to Action on Anti-Racism, Equity and Inclusion has had a positive impact in my department or agency, since it launched in January 2021.”	2. PSES Q.52: “I feel that the Call to Action on Anti-Racism, Equity and Inclusion has had a positive impact in my department or agency, since it launched in January 2021.”
Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of	4.2	Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who	DTAO	N/A	reported annually/bi-annually (PSES)	3. Percentage of representation by L1 in DT Accessibility Community of Practice	3. DTAO Data Admin Data on attendance by L1

	programs and services.		design and deliver programs and services.					
Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.3	The implementation of an evergreen DT Accessibility Resource Hub.	DTAO	ADM(PA)	Ongoing, reported annually	1. Percentage of total respondents to DT Accessibility Consultation Questionnaire who respond "Yes" or "Somewhat" to the question "Do you feel like you have the tools, training, and resources to create accessible documents?"	1. DT Accessibility Consultation Questionnaire question "Do you feel like you have the tools, training, and resources to create accessible documents?"

Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.3	The implementation of an evergreen DT Accessibility Resource Hub.	DTAO	ADM(PA)	Ongoing, reported annually	<p>2. Percentage of total DT Accessibility Consultation respondents that:</p> <p>Are aware of the Defence Team Accessibility Feedback and Request Form.</p> <p>Are aware that they can use the Defence Team Accessibility Feedback and Request Form to:</p> <p>Provide feedback on accessibility plans, progress reports, or any barriers experienced when interacting with DND and CAF services, programs, policies, practices, offices, Bases and Wings, website, or events</p> <p>Request alternate or accessible formats of documents/products</p>	<p>2. DT Accessibility Consultation Questionnaire questions:</p> <p>“Are you aware of the Defence Team Accessibility Feedback and Request Form?”</p> <p>“Are you aware that you can use the Defence Team Accessibility Feedback and Request Form to provide feedback on accessibility plans, progress reports, or any barriers experienced when interacting with DND and CAF services, programs, policies, practices, offices, Bases and Wings, website, or events?”</p> <p>“Are you aware that you can use the Defence Team Accessibility Feedback and Request Form to request alternate or accessible formats of documents/products?”</p> <p>“Are you aware that you can use the Defence Team Accessibility Feedback and Request Form to request</p>
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							Request help locating accessibility resources	help locating accessibility resources?
Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.4	Strengthen the role of the Defence Team Accessibility Office to provide guidance on making services more accessible.	DTAO	N/A	Ongoing, reported annually	1. Percentage of feedback integrated from reviews or consultations pertaining to accessibility conducted by the DTAO on an annual basis.	1. DTAO admin data set

Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.4	Strengthen the role of the Defence Team Accessibility Office to provide guidance on making services more accessible.	DTAO	N/A	Ongoing, reported annually	2. Percentage of total DT Consultation Questionnaire respondents who: i. Feel equipped to integrate accessibility into their day-to-day work and ii. Who consider accessibility in their day-to-day work.	2. DT Accessibility Consultation Questionnaire Questions: i.Q. "Do you feel like you have the tools and resources necessary to consider accessibility in your day-to-day work?" ii.Q. "How often do you consider accessibility in your day-to-day work?"
Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.4	Strengthen the role of the Defence Team Accessibility Office to provide guidance on making services more accessible.	DTAO	N/A	Ongoing, reported annually	3. Percentage of consultations considered meaningful by DTAO	3. DTAO administrative data set
Design and Delivery of Programs and Services	DND employees/CAF members are aware of and consider accessibility by default in the design and delivery of programs and services.	4.5	Develop and implement an accessibility learning strategy that includes training for DND employees/CAF members, managers, and employees who design and deliver	DTAO	All L1s	Ongoing, reported annually	Percentage of L1s that have received at least one training per year on accessibility from the DTAO.	DTAO admin data source

			programs and services.					
Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.6	The Defence Team aligns with requirements set out in the Accessible Canada Act, the Accessible Canada Act Regulations, and Accessibility Standards.	DTAO	All L1s	Ongoing reported annually/bi-annually (PSES)	1. Percentage of DND employees/CAF members who respond, "Every day" or "Most days" to DT Accessibility Consultation Questionnaire Question "How often do you consider accessibility in your day-to-day work?"	1. Consultation questionnaire question: "How often do you consider accessibility in your day-to-day work?"

Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.6	The Defence Team aligns with requirements set out in the Accessible Canada Act, the Accessible Canada Act Regulations, and Accessibility Standards.	DTAO	All L1s	Ongoing reported annually/bi-annually (PSES)	2. Percentage of “Strongly agree” and “Somewhat agree” responses to PSES Q.21 “In my work unit, every individual is accepted as an equal member of the team.”	2. PSES Q.21 “In my work unit, every individual is accepted as an equal member of the team.”
Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.6	The Defence Team aligns with requirements set out in the Accessible Canada Act, the Accessible Canada Act Regulations, and Accessibility Standards.	DTAO	All L1s	Ongoing reported annually/bi-annually (PSES)	3. Percentage of “Strongly agree” and “Somewhat agree” to PSES Q.48: “My department or agency implements activities and practices that support a diverse workforce.”	3. PSES Q.48: “My department or agency implements activities and practices that support a diverse workforce.”

Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.7	Improve Defence Team Accessibility Feedback Process and consultations to identify, prevent and remove barriers to accessibility.	DTAO	N/A	Ongoing, reported annually	1. Percentage of barriers identified through the Defence Team Accessibility Feedback Process that have been removed	1. Defence Team Accessibility Feedback Process
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Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.7	Improve Defence Team Accessibility Feedback Process and consultations to identify, prevent and remove barriers to accessibility.	DTAO	N/A	Ongoing, reported annually	2. Percentage of Defence Team members who experience barriers when accessing programs and services.	2. DT Accessibility Consultation Questionnaire question "The following barriers have been identified as being encountered while interacting with DND/CAF programs and services. Please select the barriers that you have personally experienced."
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Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.8	L1s are accountable to remove and prevent barriers to accessibility identified through the Defence Team Accessibility Feedback Process.	DTAO	All L1s	Ongoing, reported annually	1. Percentage of barriers identified through the Defence Team Accessibility Feedback Process that have been removed on an annual basis based on the total number of barriers identified.	1. DT Accessibility Feedback and Request form and tracker
Design and Delivery of Programs and Services	Defence Team programs and services are barrier-free and accessible by default.	4.8	L1s are accountable to remove and prevent barriers to accessibility identified through the Defence Team Accessibility Feedback Process.	DTAO	All L1s	Ongoing, reported annually	2. Percentage of feedback received through the DT Accessibility feedback process that has been previously identified.	2. DT Accessibility Feedback and Request form and tracker
Design and Delivery of Programs and Services	Persons with disabilities are consulted on programs and services in alignment with the “Nothing Without Us” principle.	4.9	Programs and services are developed in consultation with persons with disabilities and address their feedback.	DTAO	N/A	Ongoing, reported annually	Percentage of consultations with DAGPWD that are considered meaningful by the DAGPWD.	DAGPWD/DAG Sec

## Information and Communication Technologies (ICT)

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Information and Communication Technologies (ICT)	All user ICT accommodation requests are accurately tracked in the EITSM tool, and a comprehensive monthly report is generated and shared to provide visibility into demand trends and fulfillment status.	5.1	Maintain and track ICT accessibility requests and fulfilment with the Enterprise Information Technology Service Management (EITSM) tool for all user ICT accommodation demands.	DSG	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	Ongoing, reported annually	Percentage of all ICT Accessibility Requests that are fulfilled within service standard (within 60 working days for pre-approved products / 120 working days for new products)	EITSM tool for ICT accessibility requests
Information and Communication Technologies (ICT)	An up-to-date online catalogue of approved and relevant hardware and software solutions is established and maintained, providing users with easy access to standardized options that meet	5.2	Maintain an online catalogue of already approved and pertinent hardware and software solutions.	DSG	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	Ongoing, reported annually	The catalogue will be reviewed yearly to confirm it is up to date and that obsolete products have been removed	EITSM tool and DSG administrative data set

	organizational requirements.							
Information and Communication Technologies (ICT)	A common and standardized approach for delivering AACT services to DT members is fully implemented and consistently applied, ensuring uniform service delivery, improved efficiency, and alignment across the organization.	5.3	Implement a standardized and common approach to ICT Accessibility request and fulfilment to deliver AACT services to DT members.	DSG	Assistant Deputy Minister (Human Resources – Civilian) ADM(HR-Civ)	Ongoing, reported annually	User response to feedback survey questions about the ICT Accessibility Request and Fulfilment process	User feedback survey on ICT Accessibility Request and Fulfilment process

Information and Communication Technologies (ICT)	Existing and new information and communication technologies (ICT) products, services and content are accessible for all users.	5.4	In agreement with the business/operational owner, DSG will improve the legacy systems to introduce the standard accessibility features provided it is feasible, cost effective and does not impact on the operational imperatives.	DSG	N/A	Indicator is in place by Q3 2026.	Percentage of all application major upgrades to DSG's legacy systems that introduce accessibility features	DGEAS data set
Information and Communication Technologies (ICT)	Existing and new information and communication technologies (ICT) products, services and content are accessible for all users.	5.5	New enterprise applications being introduced will have their accessibility features activated in line with TBS accessibility standard, provided it respects IT security and does not jeopardize the DND-CAF operational posture.	DSG	N/A	Q2 2026, reported annually	Percentage of new enterprise applications that meet the TBS accessibility standard	DSG data set

Information and Communication Technologies (ICT)	Existing and new information and communication technologies (ICT) products, services and content are accessible for all users.	5.6	New projects will include, as part of their statement of requirements, the most common accessibility features as listed by TBS, provided it respects IT security and does not jeopardize the DND-CAF operational posture.	DSG	N/A	Q2 2026, reported annually	Percentage of new capital projects that include the TBS accessibility standards	DSG data set
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## Communication (other than ICT)

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Communication	Communications are accessible, including being written in plain language.	6.1	Provide accessible content produced and disseminated by ADM(PA) to the Defence Team.	ADM(PA)	N/A	Ongoing	Responses to DT Accessibility Consultation	Questionnaire Question: The following barriers have been identified as being encountered while interacting with written and verbal communication at work. Please select the barriers that you have personally experienced.
Communication	Communications are accessible, including	6.2	Evaluate external communications produced	ADM(PA)	N/A	Ongoing	Percentage of total accessibility	Accessibility Feedback Form and process

	being written in plain language .		and disseminated by ADM(PA) for compliance with regulated accessibility requirements.				complaints related to accessible content	
Communication	Employees and CAF members are knowledgeable of accessibility considerations as they relate to communication products .	6.3	Promote and encourage the accessible communications standards to Defence Team members for internal and external dissemination that comply with the Guidelines on Making Communications Products and Activities Accessible	ADM(PA)	N/A	Ongoing	1. Responses to DT Accessibility Consultation Questionnaire	1. Responses to DT Accessibility Consultation Questionnaire Question: How often do you consider plain language in your writing and communication with both internal and external partners?
Communication	Employees and CAF members are knowledgeable of accessibility considerations as they relate to communication products .	6.3	Promote and encourage the accessible communications standards to Defence Team members for internal and external dissemination that comply with the Guidelines on Making Communications Products and Activities Accessible	ADM(PA)	N/A	Ongoing	2. Responses to DT Accessibility Consultation Questionnaire	2. Responses to DT Accessibility Consultation Questionnaire Question: Are you aware of the Guidelines on Making Communications Products and Activities Accessible?
Communication	Internal and external clients can depend on accessible / alternate versions being available to	6.4	Requests for accessible formats of documents are resolved within 10 business days (unless otherwise negotiated with the client).	ADM(PA)	N/A	Ongoing	Percentage of accessible format requests received though DT and ADM(PA) Channels resolved	+WebPosting, the DT Accessibility Feedback and Request Form and process, and other PA positional accounts

	them in a reasonable amount of time.						within 10 business days (unless otherwise negotiated)	
Communication	PA staff are aware of and able to leverage appropriate language to communicate effectively about disability in writing, speech and images.	6.5	Promote the existence and encourage the use of the Government of Canada's " A Way with Words and Images: Guide for communicating with and about persons with disabilities" with all PA practitioners through various means, including outreach from ADM(PA) Accessibility Ambassador engagements.	ADM(PA)	N/A	Ongoing	1. Number of outreach or engagement activities (e.g., emails, town halls, learning sessions) promoting this resource across the Defence Team's Public Affairs community.	1. Annual ADM (PA) Accessibility Ambassador Action Plan reporting
Communication	PA staff are aware of and able to leverage appropriate language to communicate effectively about disability in writing, speech and images.	6.5	Promote the existence and encourage the use of the Government of Canada's " A Way with Words and Images: Guide for communicating with and about persons with disabilities" with all PA practitioners through various means, including outreach from ADM(PA) Accessibility Ambassador engagements.	ADM(PA)	N/A	Ongoing	2. Number of accessibility-related learning or community sessions delivered across the Defence Team's Public Affairs community.	2. Annual ADM (PA) Accessibility Ambassador Action Plan reporting

Communication	PA staff are aware of the importance of a barrier-free environment for all.	6.6	Include Accessibility-themed topics, including information and resources available from the Office of Disability Management and the Duty to Accommodate process, in various learning days / Community of Practice sessions throughout ADM(PA), supported by the L1 Accessibility Ambassador.	ADM(PA)	N/A	Ongoing	1. Number of outreach or engagement activities (e.g., emails, town halls, learning sessions) promoting this resource across the Defence Team's Public Affairs community.	1. Annual ADM (PA) Accessibility Ambassador Action Plan reporting
Communication	PA staff are aware of the importance of a barrier-free environment for all.	6.6	Include Accessibility-themed topics, including information and resources available from the Office of Disability Management and the Duty to Accommodate process, in various learning days / Community of Practice sessions throughout ADM(PA), supported by the L1 Accessibility Ambassador.	ADM(PA)	N/A	Ongoing	2. Number of accessibility-related learning or community sessions delivered across the Defence Team's Public Affairs community.	2. Annual ADM (PA) Accessibility Ambassador Action Plan reporting

## Transportation

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.1	Assess the inventory of available accessible parking for DND and CAF parking facilities in Canada.	DTAO	N/A	Annually, 2025-2027	1. Percentage of accessible parking spaces at DND and CAF parking facilities in Canada	1. Administrative data set obtained in collaboration with owners of parking facilities
Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.1	Assess the inventory of available accessible parking for DND and CAF parking facilities in Canada.	DTAO	N/A	Annually, 2025-2027	2. Percentage of parking lots in Canada that conform to municipal and Treasury Board standards for accessibility	2. Administrative data set obtained in collaboration with owners of parking facilities
Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.1	Assess the inventory of available accessible parking for DND and CAF parking facilities in Canada.	DTAO	N/A	Annually, 2025-2027	3. Percentage of total sites in Canada with added signage	3. Administrative data set obtained in collaboration with owners of parking facilities

Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.2	Include information about accessible parking at DND and CAF facilities in onboarding materials.	DTAO	N/A	2025-2027	1. Percentage of DND employees/CAF members who respond, "Insufficient accessible parking available", "Inaccessible process to acquire parking" or "Inaccessible parking spots" to DT Accessibility Consultation Questionnaire Question "The following barriers have been identified as being encountered in relation to transportation at DND/CAF buildings, including Bases and Wings. Please select the barriers that you have personally experienced."	1. DT Accessibility Consultation Questionnaire Question "The following barriers have been identified as being encountered in relation to transportation at DND/CAF buildings, including Bases and Wings. Please select the barriers that you have personally experienced."
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Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.2	Include information about accessible parking at DND and CAF facilities in onboarding materials.	DTAO	N/A	2025-2027	2. Percentage of DND/CAF employees who respond "Yes" to DT Accessibility Consultation Questionnaire Question "Have you ever requested accessible parking?"	2. DT Accessibility Consultation Questionnaire Question "Have you ever requested accessible parking?"
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Transportation	DND employees, CAF members, and visitors to bases and wings have barrier-free access to parking.	7.2	Include information about accessible parking at DND and CAF facilities in onboarding materials.	DTAO	N/A	2025-2027	3. Percentage of DND/CAF employees who respond "Yes" or "Somewhat" to DT Accessibility Consultation Questionnaire Question "Was your request for accessible parking met?"	3. DT Accessibility Consultation Questionnaire Question "Was your request for accessible parking met?"
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## Procurement of Goods, Services and Facilities

Pillar	Desired Outcome	Activity Number	Activity	Activity Lead L1	Activity Supporting L1(s)	Timeline	Indicator	Indicator Data Source
Procurement	Accessibility considerations in procurement communicated to employees of DND and members of the CAF with procurement responsibilities.	8.1	Review and update the Procurement Administration Manual (PAM) Chapter 1.10.2 on Accessible Procurement, including the Accessible Procurement SharePoint page referenced within.	ADM(Mat)	N/A	26-Mar	1. The updated guidance in PAM 1.10.2 has been published on the Mat intranet site.	1. Administrative dataset

Procurement	Accessibility considerations in procurement communicated to employees of DND and members of the CAF with procurement responsibilities.	8.1	Review and update the Procurement Administration Manual (PAM) Chapter 1.10.2 on Accessible Procurement, including the Accessible Procurement SharePoint page referenced within.	ADM(Mat)	N/A	26- Mar	2. Percentage of Procurement files per FY audited by the DSCO Contracting compliance review team (CCRT) that contain a completed Accessibility considerations form signed by the technical authority.	2. Audit results from the DSCO Contracting Compliance review team (CCRT).
Procurement	Accessibility considerations in procurement communicated to employees of DND and members of the CAF with procurement responsibilities.	8.2	Develop content on accessibility requirements for a new section on Technical Support for Procurement Management and Social Procurement for Part 8 of the Technical Support Guide.	ADM(Mat)	N/A	25-Dec	1. Instructions on Accessible considerations has been published in the Technical Support Guide.	1. Administrative dataset

Procurement	Accessibility considerations in procurement communicated to employees of DND and members of the CAF with procurement responsibilities.	8.2	Develop content on accessibility requirements for a new section on Technical Support for Procurement Management and Social Procurement for Part 8 of the Technical Support Guide.	ADM(Mat)	N/A	25-Dec	2. Percentage of Procurement files per FY audited by the DSCO Contracting compliance review team (CCRT) that contain a completed Accessibility considerations form signed by the technical authority.	2. Audit results from the DSCO Contracting Compliance review team (CCRT).
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# Annex E: Previously identified barriers to accessibility (Source: 2022 Corrective Defence Team Accessibility Plan and 2024 Defence Team Accessibility Plan Progress Report)

## Culture

- Experiences of stigma, exclusion, bullying and intimidation.
- Negative beliefs, assumptions and comments about neurodivergent people.
- Derogatory terms used to refer to people with disabilities.
- Negative attitudes towards and treatment of people with disabilities in the CAF.
- Application of the universality of service principle creates stigma around and discrimination against CAF members with disabilities.
- Experiences of stigma and exclusion of CAF members with disabilities, especially those with cognitive and learning disabilities, and being seen as unfit to serve.
- CAF Members with disabilities are harassed for being non-deployable.
- A shift back to social activities and team building being exclusively in-person without a digital alternative.
- Town halls are being held exclusively in-person without hybrid alternatives or recordings made available to participants.
- There is an under socialization of accessibility, especially outside of the National Capital Region (NCR).
- The inconsistent policy application of allowing service dogs and service dogs in training on Bases and Wings was raised as a barrier.
- Uncertainty as to how the *Accessible Canada Act* applies to the Canadian Armed Forces.
- Uncertainty as to how the *Accessible Canada Act* applies to the Canadian Armed Forces in the context of housing for military members and their families living on bases.

## Employment (DND)

- Stigma and exclusion in career advancement and promotion:

- Avoidance of self-identifying as a person with a disability or disabilities to managers out of the concern of being viewed as less competent and be looked over for career advancement opportunities.
- Frustration of not being granted career growth opportunities due to identifying as a person with a disability.
- Work not being tasked after raising accommodation needs.
- Fear that performance evaluations may be impacted by their accommodation needs.
- Accommodations not being considered during performance evaluations.
- Feeling of having to work harder than peers without disabilities to prove their worth as employees.
- Defence Team members with disabilities are not promoted as rapidly.
- Self-identifying as a person with a disability in hiring pools and losing out on employment opportunities.
- No proactive technical assistance was offered or provided during the onboarding process to employees who self-identify with a disability and requiring additional assistance.
- Gap in considerations for the intersection of disability and recruitment of Indigenous applicants.
- The accommodations process was identified as a barrier.
  - Being forced to interact with the medical system to receive accommodation was identified as a barrier.
  - Fear of speaking with managers about accommodation needs due to attitudinal reasons and fear of confidentiality being breached.
  - Labour Relations consistently brought into accommodations process and frames conversation that persons with disabilities are a workplace issue.
  - Lack of clear timelines and expectations for the accommodations process.
  - Lack of resources available on how to request accommodations and steps of the accommodations process.
  - The accommodation process was not made clear during hiring process.
  - Difficulty carrying accommodations forward from previous departments.

- The mainstream culture remains that workplace accommodations are adjudicated by senior executives, causing personal information to be shared unnecessarily widely.
- Attitudes, especially those of managers and senior leadership, towards accommodation requests prevented people from wanting to recommend the Defence Team as an employer to their friends.
- Lack of subject matter expertise regarding accommodations in the assessment process.
- The return to the office presents barriers for many persons with disabilities.
  - The hybrid work model is not accessible.
  - Workplace shared hoteling stations do not consider the need for ergonomic setups and instead rely heavily on a one size fits all approach.
  - Workplace hoteling stations re-enforce an unaccommodated approach to working.
  - Appropriate accommodation for remote work needs to be granted with less stigma.
  - People with disabilities feel less safe in the physical office.
  - DND work arrangement processes are contradictory and need to be aligned.
- Managers not being approachable regarding accommodation requests or discussions about accessibility, especially pertaining to discussions about mental health.
- The spirit and intent of the Government of Canada Accessibility Passport is not honoured in accommodations process.
- Government of Canada Accessibility Passport solutions are not supported, despite it being followed by previous employers.
- Long wait times to receive response and support from the Office of Disability Management (ODM).
- Inefficient allocation of time and funds being put towards language training causes stress, overtime, and insufficient time for learning for some persons with disabilities.

- Second language training, as it related to the services rendered by external organizations and the lack of accommodation available, is a barrier for some persons with disabilities.
- Barriers to participation in training provided through the Defence Learning Network (DLN) were identified, including the lack of closed captioning.
- Medical proof of disabilities continues to be requested in support of accommodation requests, despite the implementation of the Government of Canada Accessibility Passport.
- Official travel policies and processes are not fully accessibility and do not always prioritize the need for accommodations.

## Employment (CAF)

- There is no CAF-specific solution to the GOC Accessibility Passport.
- Ableism creates stigma around and discrimination against CAF members with disabilities.
- CAF members with disabilities are harassed at times for non-deployment.
- Negative attitudes towards and treatment of people with disabilities in the CAF.
- Differences between CAF and civilian public service privacy of personal information policies are not well understood.
- No DAOD that outlines the operational requirements of the institution in determining the limits of any accommodation.

## Built environment

- Buildings lack clear and accessible labelling and signage.
- The inaccessibility of stairs is compounded by a lack of elevators, ramps, and stairs lacking railings.
- Having to navigate long corridors, navigate confusing spaces and not being able to access parts of buildings.
- Non-automated doors were noted as a barrier to mobility.
- Insufficient or a complete lack of accessible washrooms was identified as a barrier.
- Lighting and, specifically, the inability to control lighting was identified as a barrier.

- Ergonomic issues, including uncomfortable furniture that increases pain and discomfort levels and does not allow participants to sit comfortably at their desk or in flex spaces was identified as a barrier.
- Recreational spaces, including break rooms, gyms, and pools were identified as not being accessible.
- The built environment of Bases and Wings is not accessible by design.
- Assistive technology, such as elevators, are often disabled on bases.
- Common spaces on Bases and Wings are not designed with accessibility needs in mind.
- The number of accessible housing units on Bases and Wings is limited.
- The cost of accessible housing for members is greater.

## Design and delivery of programs and services

- Many of the current policies place the burden on individuals with disabilities to identify solutions rather than a proactive application of accessibility considerations by service providers.
- CAF medical services and gatekeeping in terms of testing of ADHD, neurodivergence, and mental illness identified as a barrier.
- Official language requirements and expectations for employees with disabilities are not accessible.

## Information communication technologies (ICT)

- Inconsistent approval of requests to use certain information communication technologies.
- Long wait times to obtain information communication technologies.
- Not recognizing valid ergonomic reports from previous departments and having to redo assessments for DND causing further delays.
- Computer paraphernalia to support accessibility not proactively provided (e.g., headset, keyboard, monitors)
- Ergonomic needs are not proactively considered resulting in multiple ergonomic requests by persons with disabilities.

- Lack of ergonomic equipment for working in a hybrid environment (having to choose which setup to be ergonomic and/or forces to travel with ergonomic devices).
- The Bluetooth ban on the DWAN impacts many assistive technologies.
- Requests for items such as external mics rejected when entered into Assyst even when there are accommodations rationale provided.
- DLN has numerous outdated courses where the text is difficult to read with dyslexia, the problems carried over from DLN 2.0
- MS Teams closed captioning is not reliable and only works in one official language at a time.
- Applications are not accessible by design (for example, Power BI and Adobe Acrobat).
- Potential biases in artificial intelligence tools (AI) based on the materials they are trained with and who they are trained by.
- The standard headphones provided to DND employees are not compatible with hearing aids.
- There is often a lack of appropriate sound equipment during town halls creating a barrier in hearing and understanding speakers.
- Supply management issues in procuring specialized hardware as part of accommodation requests were noted.
- There is no centralized Information Technology (IT) service support across Bases and Wings, which leads to inconsistent support provided.
- Closed captioning is not being consistently enabled in meetings.

## Communication (other than ICT)

- Products are often not written in plain language.
- Formatting of military documents inherently inaccessible (for example, use of all caps in CANFORGENS) and do not follow GC accessible guidelines.
- Consistent use and reliance on jargon and acronyms.
- Lack of availability of documentation in alternative formats (digital or hardcopy, for example).

- Often only single channels of communications are made available with no alternatives (for example, email-only or telephone-only communication).
- A lack of ASL/QSL interpretation during townhalls, meetings, and events.
- A lack of advance circulation of materials at townhalls, meetings and events.
- A lack of information on the intranet about the Defence Team Accessibility Office, the Director, Human Rights and Diversity, and related resources was identified as a barrier.
- The mechanisms to report barriers and request feedback are not well known.

## Transportation

### Parking

- There are not enough accessible parking spaces in relation to the demand.
- Lack of clarity about the process of acquiring parking permits.
- The accessible parking accommodation process is confusing, requests can go unfulfilled and parking lot contractors can be unresponsive.
- There are no parking spaces for persons with temporary disabilities.
- There are very few accessible parking spaces on Bases and Wings.
- Often accessible parking spaces are blocked by construction, rendering them inaccessible.
- Parking is assigned by rank and not by accessibility requirements.
- Onus falls to the employee to make their own arrangements for parking accommodations, which is the employer's responsibility.
- Limited accessible parking at Canadian Forces Base (CFB) Halifax was identified.

### Shuttles

- A lack of communication about where and when shuttles were arriving was identified as an issue.
- An overall lack of shuttles was identified, both for regular use, as well as a lack of shuttles available for medical runs specifically.

- CAF members expressed that use of the shuttle bus access was limited in part by one's rank.
- Several inaccessible features of the shuttle service were identified:
  - The distance between the drop off point and the destination building;
  - The need to use stairs and broken elevators and doors that are difficult to open; and
  - Embarking and disembarking the shuttle bus itself was also identified as a barrier.
- There is no lift on vehicles used on Bases and Wings.

## Procurement of goods, services and facilities

- There is currently no standing offer for braille.
- Procurement does not have accessibility built into the process.
- Cost and lack of available funds are often identified as a reason for not being able to procure necessary services and products to make the environment and experiences more accessible.

# Annex F: Canadian Coast Guard - Department of Fisheries

## Regarding the Canadian Coast Guard

During the preparation of this plan, the decision was made by the Government of Canada that the Canadian Coast Guard (CCG) should become part of the Department of National Defence (DND). While the effective date of the change is prior to the publication of this report, DND did not have the opportunity to include the CCG in their accessibility planning. Therefore, over time, DND will incorporate objectives and activities from this plan into their own and will be responsible for reporting on items that are CCG-led.

## Department of Fisheries and Oceans Canada Accessibility Action Plan 2026-2028

### Activities and barriers by priority area

#### Culture

##### Activities

**Activity CUL-2b:** Learning opportunities are offered to raise awareness about accessibility and disability issues, including guest speakers and events across the department, sectors, and regions.

- Office of primary interest:
  - Accessibility Secretariat
- Support:
  - Accessibility Advocates; Your Professional Network
- Performance indicator:
  - number of events; number of participants; level of awareness of accessibility issues and accessibility confidence as revealed by the annual DFO and CCG Accessibility Questionnaire
- Timeline:
  - Ongoing

## Barriers

- Reluctance of persons with disabilities to disclose their disability due to concern about negative consequences
- Limited awareness and understanding on the part of managers and colleagues about disability and accessibility needs
- Lack of understanding and awareness and bias regarding non-apparent disabilities

## Employment

### Activities

**Objective EMP-2:** Hiring processes do not cause barriers otherwise avoidable for PwD.

**Activity EMP-2a:** Ensure clarity with respect to all aspects of the hiring process.

**EMP-2a-i:** Develop consistent language for use in appointment processes (advertised/non- advertised), in order to include information such as making an active offer of accommodations, providing explanations of staffing terms in plain language, and providing contact information to facilitate candidate feedback on the accessibility of employment at DFO and CCG.

**EMP-2a-ii:** Ensure that, when using VidCruiter or other video recruitment platforms/MSTeams, the advertisement includes comprehensive instructions for using the platform, an offer of assistance for candidates who need support using the platform, or an offer of alternative formats for candidates who are not comfortable using the platform.

**EMP-2a-iii:** Develop guidance or tools for managers to ensure they provide candidates with comprehensive information about the assessments/interviews so that candidates can determine whether they will require accommodations during the process.

## Barriers

A number of barriers were identified through the formal feedback process and consultations:

- lack of information about the nature and format of interviews in advance to allow PwD to know whether they will require accommodations
- interview formats (such as virtual interviews with the interviewers' cameras off that deny visual cues to participants and create issues especially for neurodivergent candidates).

- anxiety related to written tests
- lack of plain language in posters and communications about processes
- issues with the use of VidCruiter:
  - navigating and recording using the VidCruiter application was difficult
  - lack of support for using and preparing for interviews using the application
- lack of knowledge and training for hiring managers in accessible employment assessments
- lack of understanding about the needs and presentation of neurodivergent candidates and employees
- lack of adaptive technology in assessment processes
- concern about facing discrimination when requesting accommodation measures
- access of PwD to learning and development opportunities for career growth, including second language learning
- lack of mentorship opportunities for PwD

Additionally, the systematic barriers assessment that was conducted identified various potential barriers across all aspects of the employee experience.

- Recruitment
  - Job qualifications, as currently worded, may create barriers
  - Information in job advertisements is not sufficient, or sufficiently plain, about the process, the assessment format, the offer of accommodation and where to obtain help or information
- Assessment
  - Gaps in how managers provide appropriate and timely accommodations.
  - Lack of managers' knowledge with regards to available adaptive technology
  - Lack of information about the nature and format of the assessment in advance to allow candidates to know whether they need accommodations
  - Gaps in managers' and assessment boards' knowledge of how to ensure that the interview and selection process is fully accessible

- Onboarding
  - Lack of managers' awareness of the Government of Canada Workplace Accessibility Passport

## Built Environment

### Activities

**Activity BE-2h:** Following the assessment of the design of the Program Icebreaker, Multi-Purpose Icebreakers and Polar Icebreakers, implement the standard developed for inclusive vessel design, scaling based on vessel class.

- Office of primary interest:
  - Canadian Coast Guard; Fleet Management Services; Fleet Foresight and Integration
- Support:
  - Vessel Procurement Portfolio Directors for Polar Icebreaker, Program Icebreakers and Multipurpose Icebreakers
- Performance indicator:
  - recommendations such as the use of LED lighting in areas where crew members spend continuous time, outfitting emergency systems with visual alarms in addition to auditory ones, and providing ergonomic accommodations are implemented
- Timeline:
  - June 2028 and beyond

**Activity BE-2i:** Implementing and maintaining accessibility of Indigenous Gathering Space for the purpose of hosting Indigenous partners and Elders.

- Office of primary interest:
  - Canadian Coast Guard; Planning, Engagement and Priorities; Indigenous Relations Branch
- Support:
  - Chief Financial Officer sector National Real Property and Environmental Management
- Performance indicator:

- accessibility features such ramps to all entrances, proximity to an accessible washroom, seating that accommodates transfers to and from mobility devices and higher than standard seating which makes sitting down and getting up easier, are implemented and maintained
- Timeline:
  - ongoing

## Barriers

- Lack of universal washrooms
- Inaccessible signage (especially lack of Braille signage)
- Lack of automatic door openers/ automatic door openers out of commission
- Lack of operating elevators; usability of elevators
- Lack of panic buttons in washrooms
- Wheelchair access to some facilities (turning radius, lack of ramps)
- Lack of accessible alarm systems
- Lack of quiet/separate office space/storage close to office space
- Lack of meeting rooms with accessibility features for hybrid meetings
- Well-lit stairs with high-contrast strips and suitable hand-rails

## Communication (other than ICT)

### Activities

**Activity COM -3b:** Conduct spot audits of intranet pages to identify accessibility deficiencies across the DFO and CCG intranet.

Objective COM-4: Enhance the accessibility of external-facing websites.

**Activity COM-4f:** Ensure accessibility when publishing Canadian Coast Guard Long-Term Strategy and promoting it through social media.

- Office of primary interest:
  - Canadian Coast Guard; Planning, Engagement and Priorities

- Support:
  - DFO Strategic Communications
- Performance indicator:
  - the Canadian Coast Guard Long-Term Strategy is published in HTML formatting in an accessible, reader-friendly format on the Canadian Coast Guard website.
- Timeline:
  - June 2028

### Barriers

- Communication products are not accessible due to lack of plain language, formatting of messages, or compatibility with screen readers
- Employees perceive that creating accessible documents is complicated and takes too much time
- General lack of knowledge on how to create accessible documents and communications
- Employees lack knowledge with respect to offering accessible events
- DFO and CCG intranet is not uniformly accessible, and employees lack the knowledge and incentive to make it accessible

## Procurement of goods, services, and construction

### Activities

No activities relating to the procurement of goods, services and construction were identified as being specific to the CCG.

### Barriers

- Insufficient knowledge of employees on accessible procurement of goods, services and construction
- No auditing to ensure that accessibility considerations in the procurement process result in contracts for accessible goods, services of construction being purchased
- No mechanism for identifying disability-owned companies

## Design and delivery of programs and services

### Activities

**Objective DDPS-2:** Clients and employees have access to programs and services that are barrier-free.

**Activity DDPS-2a:** Track results and monitor improvements/barrier elimination that are taking place for pre-identified programs and services.

- Office of primary interest:
  - Accessibility Secretariat
- Support:
  - programs selected for accessibility assessment under the Fisheries and Oceans Canada Accessibility Action Plan 2022 to 2025
- Performance indicator:
  - programs and services that undertook barriers assessments under the first accessibility action plan complete 70% of the modifications identified to address and eliminate the barriers they found
  - barriers identified by the predetermined programs and services are mitigated or eliminated
- Timeline:
  - June 2028

**Activity DDPS-2b:** Establish a framework to assess how Gender-Based Analysis Plus (GBA+), Diversity, Equity, and Inclusion (DEI), and Accessibility principles can be integrated into Marine Navigation programs, including Icebreaking, Waterways Management, Aids to Navigation, Marine Communications and Traffic Services, and e-Navigation. The framework aims to standardize GBA+ and accessibility assessments across programs, ensuring consistent, scalable practices that can be applied to broader initiatives and policies.

- Office of primary interest:
  - Canadian Coast Guard; Marine Navigation Strategies
- Performance indicator:

- completion of compliance scan addressing both tangible and intangible barriers along with program-specific action plans, feedback mechanisms, progress reports, and strategic planning documentation
- Timeline:
  - June 2026

## Barriers

- Modest knowledge among employees of designing and delivering accessible programs and services

Specific barriers identified through the barriers assessment pilot projects:

- digital content barriers such as websites not complying with accessibility standards, untagged documents, absent alt-text for images, poor color contrast, misleading web links and overly complex language
- accessibility barriers in meetings such as poor image quality, missing captions, fast-paced speech, visual-heavy content, and limited access to assistive technology
- lack of communication options such as braille, audio descriptions and multilingual options
- technical obstacles such as unreliable internet, overly complex website designs, unlabeled online form fields, and poor support for keyboard-based navigation
- maps that rely on visual design elements or colour contrast to convey information
- inadequate testing of technologies and forms with users with disabilities
- physical barriers such as inaccessible doors, elevators, stairs, lack of universal washrooms, and insufficient room for movement
- lack of braille signage and accessible emergency guidance
- practices that overlook the needs of Indigenous individuals with disabilities—creating barriers through unsuitable language, inaccessible locations, and misaligned timing with vital cultural or economic activities like fishing seasons
- barriers to employment such as misunderstanding of accessibility needs and accommodation

## Transportation

### Activities

**Objective TRAN-3:** Barriers to supernumeraries' (non-crew employees' or passengers') access to Canadian Coast Guard vessels are reduced.

**Activity TRAN-3a:** Move responsibility for triaging medical requirements for supernumeraries to the Health Officers to ensure that requirements do not introduce unnecessary, discriminatory requirements.

- Office of primary interest:
  - Canadian Coast Guard; Fleet Management Services; Safety Management
- Support:
  - Health Officers (Canadian Coast Guard; Operational Personnel)
- Performance indicator:
  - new processes are implemented
- Timeline:
  - June 2028

### Barriers

- The cost of accessible parking is a barrier

## Workplace Accommodations

### Activities

**Objective ACC-3:** Employees who can no longer perform some or all of their substantive duties due to a disability are accommodated through temporary reassignment or permanent placement using the Duty to Accommodate (DTA) Placement List.

**Activity ACC-3a:** Obtain approval and implement internal DFO and CCG "Duty to Accommodate Placement List Process" to accommodate employees who are no longer able to perform some or all of the duties of their substantive position.

**Activity ACC-3b:** Establish a governance structure and process for case resolution related to the DTA Placement List.

**Activity ACC-3c:** Best practices are documented and shared with key stakeholders to increase resolution rate.

- Office of primary interest:
  - Pillar Lead for Accommodations (People and Culture, Disability Management Centre of Expertise)
- Support:
  - DFO and CCG management tables and governance committees; People and Culture enablers; Real Property, Chief Digital Officer
- Performance indicator:
  - governance structure is established and implemented.
  - increase in the resolution rate of employees on the DTA Placement List: % of employees who have been temporarily placed and % of employees who have been provided with a permanent placement.
  - resolution rate of cases at various levels of governance; cases are resolved at the lowest possible level of the governance structure
- Timeline:
  - June 2027

## Barriers

- A lengthy accommodations process which is challenging to navigate in complex cases that involve many stakeholders
- Wait times for certain types of accommodations measures, such as accommodative software
- Lack of awareness of the accommodations process, specifically, of:
  - the benefits, privacy protection and process when using the Accessibility Passport to request medical accommodation
  - when medical documentation is required, or not required, before providing accommodation
  - accommodations options
  - the social model of disability

- Insufficient advice and support for employees seeking accommodations and their managers due to lack of capacity within the Disability Management Centre of Expertise
- The perception that departmental policy prevents increased telework as a valid accommodation option when barriers in the workplace cannot be eliminated or mitigated
- The perception that a manager's budget can be a valid obstacle to providing an accommodation measure
- The lack of a centralized accommodation fund which makes access to tools and services inequitable to all DFO and CCG employees
- Difficulty finding new roles in the organization for employees who can no longer perform some or all of their substantive duties due to a disability because of a lack of mandatory referral of hiring managers to a Duty to Accommodate Placement list and lack of knowledge by hiring managers regarding the process
- Lack of data to properly identify the gaps and opportunities for improvement related to the accommodation process