



## Scenario: A Negative Climate

### Group Size: 4-15

This scenario may contain explicit language and references to sexual situations, including sexual violence which may be emotionally activating for some people. If you need support, you can contact the [Sexual Misconduct Support and Resource Centre \(SMSRC\)](#) at 1-844-750-1648 (24/7/365) or have access to [services for Canadian Armed Forces members and Defence Team employees](#).

You have been appointed as the Commanding Officer of a unit. Talking to people, you discover that some have both witnessed and experienced multiple occasions of demeaning behaviour and sexual harassment.

The situation was either not addressed or not recognized by the previous leadership team. Your assessment of the climate is negative.

### Categories

Principles:	Respect the Dignity of all Persons, Serve Canada Before Self, Obey and Support Lawful Authority
Values:	Integrity, Courage
Cultural Themes:	Service, Identity, Leadership, Teamwork
Misconduct Types:	Sexual Misconduct, Harassment
GBA Plus Themes:	Gender, Sex, Sexual Orientation
Audience:	Defence Team

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# Facilitator's Guide

## Learning Objectives:

- Recognize the impact to the unit when issues of Sexual Misconduct are minimized, ignored, or excused.
- Address indicators of a negative climate within a unit.

## Facilitation Questions:

1. How has minimizing, ignoring, or excusing Sexual Misconduct impacted Canadian Armed Forces (CAF) units in the past?
  - Organizational reputation continues to suffer, as does any work towards building a more ethical culture.
  - Missed opportunities for recruiting personnel.
  - Retention of personnel.
  - Loss of corporate knowledge resulting from the loss of personnel.
  - Ignoring Sexual Misconduct today can have serious career and legal implications for everyone.
  - Continued and unnecessary suffering of affected persons.
2. How has minimizing, ignoring, or excusing Sexual Misconduct impacted Canadian Armed Forces (CAF) individuals in the past?
  - a. Poor mental health or even mental illness; anxiety, Post-Traumatic Stress Disorder (PTSD), depression, moral injury, etc.
  - b. Lack of trust in the institution, leadership, and fellow members
  - c. Lack of connection to peers
  - d. Fear of being deployed, fear of being posted.
3. How can Leadership build a safe and positive unit climate? Take action to address previous Sexual Misconduct incidences?
  - Recognize mistakes made in the past and acknowledge the requirements for cultural alignment.
  - Maintain transparent and positive communications with personnel.
  - Leaders set the tone and lead by example.
  - The entire chain of command must be involved and contribute to a cultural alignment.
  - Work to consistently support the wellbeing of their subordinates.
  - Take all incidents seriously. Support affected persons by being aware of available support services and resources.
  - Being responsive and transparent to affected persons.