

Chief of the Defence Staff



Chef d'état-major de la Défense

National Defence
Headquarters
Ottawa, Ontario
K1A 0K2

Quartier général de
la Défense nationale
Ottawa (Ontario)
K1A 0K2

14 August 2015

Le 14 août 2015

Distribution List

Liste de distribution

CDS OP ORDER - OP HONOUR

**ORDRE D'OPÉRATION DU CEMD
(O OP CEMD) – OP HONOUR**

References: A. External Review Report on Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces 27 March 2015
B. CDS Initiating Directive Sexual Misconduct and Harassment Prevention and Response in the Canadian Armed Forces 25 February 2015
C. CANFORGEN 130/15 CDS 041/15 222041Z JUL 15
D. Duty With Honour The Profession of Arms in Canada 2009
E. DND and CAF Code of Values and Ethics
F. QR&O 19.15 – Prohibition of Reprisals
G. QR&O 4.02 - General Responsibilities Of Officers
H. QR&O 5.01 - General Responsibilities of Non-Commissioned Members
I. QR&O 106.02 – Investigation Before Charge Laid
J. DAOD 5019-5 – Sexual Misconduct and Sexual Disorders, 26 Sep 08
K. DAOD 5012-0 – Harassment Prevention and Resolution, 20 Dec 00

Références : A. Rapport de l'examen externe sur l'inconduite sexuelle et le harcèlement sexuel dans les Forces armées canadiennes, 27 mars 2015
B. Directive de mise en œuvre du CEMD – Mesures de prévention et d'intervention en cas d'inconduite ou de harcèlement sexuels dans les Forces armées canadiennes (FAC), 25 février 2015
C. CANFORGEN 130/15 CDS 041/15 222041Z JUL 15
D. Servir avec honneur – La profession des armes au Canada (2009)
E. Code de valeurs et d'éthique du MDN et des FAC
F. ORFC, article 19.15, Interdiction de représailles
G. Article 4.02 des ORFC, Responsabilités générales des officiers
H. Article 5.01 des ORFC, Responsabilités générales des militaires du rang
I. Article 106.02 des ORFC, Enquête préliminaire
J. Directive et ordonnance administrative de la Défense (DOAD) 5019-5 – Inconduite sexuelle et troubles sexuels, 26 septembre 2008
K. DOAD 5012-0 – Prévention et résolution du harcèlement, 20 décembre 2000



National
Defence

Défense
nationale

Canada

SITUATION

1. General. Earlier this year, former Supreme Court Justice and External Review Authority (ERA) Marie Deschamps reported on sexual misconduct within the Canadian Armed Forces (CAF). The report, issued at reference A indicated the existence of an underlying sexualized culture in the CAF, which if not addressed, is conducive to more serious incidents of sexual harassment and sexual assault. Indeed this conduct is wrong and runs contrary to the values of the profession of arms and ethical principles of DND/CAF.

2. The cornerstone of any military is the ability to be ready to respond to a wide variety of challenges at a moment's notice. Personnel readiness is a function of many factors, the most basic of which is a high degree of physical and mental fitness. Harmful and inappropriate sexual behaviour grievously erodes the confidence that members need to successfully carry out military duties. It is from this perspective that harmful and inappropriate sexual behaviour involving members of the CAF is an operational readiness issue, incongruent with our ethics and values, and wrong.

3. Harmful and inappropriate sexual behaviour is a real and serious problem for the CAF which requires the direct, deliberate and sustained engagement by the leadership of the CAF and the entire chain of command

SITUATION

1. Généralités. Plus tôt cette année, Marie Deschamps, responsable de l'examen externe et ancienne juge de la Cour suprême, a présenté un rapport sur l'inconduite sexuelle dans les Forces armées canadiennes (FAC). Ce rapport, cité à la référence A, révèle l'existence d'une culture sexualisée sous-jacente au sein des FAC qui, si elle n'est pas abolie, pourrait mener à encore plus d'incidents graves de harcèlement sexuel et d'agression sexuelle. Une telle conduite est bien entendu à proscrire et va à l'encontre des valeurs rattachées à la profession des armes et des principes d'éthiques du MDN et des FAC.

2. Le pilier de toute force militaire est sa capacité à pouvoir relever un vaste éventail de défis à tout moment. La disponibilité opérationnelle dépend de nombreux facteurs, dont le plus élémentaire est une très bonne condition physique et mentale. Des comportements sexuels dommageables et inappropriés érodent gravement la confiance dont les membres des forces armées ont besoin pour s'acquitter avec succès de leurs tâches d'ordre militaire. C'est de ce point de vue qu'un comportement sexuel dommageable et inapproprié touchant des membres des FAC constitue un problème sur l'état de préparation opérationnelle, qui ne cadre pas avec notre éthique et nos valeurs, et les transgresse.

3. Tout comportement sexuel dommageable et inapproprié est un problème sérieux et réel pour les FAC qui nécessite un engagement direct, délibéré et soutenu de la part des dirigeants des FAC et de toute la chaîne

to address. Sustained engagement on this issue is critical to our effectiveness as a military force and the continued confidence of the Canadian people and all CAF members.

4. Problem Definition. There are behaviours that are inconsistent with the Profession of Arms. Harmful and inappropriate sexual behaviour includes but is not limited to actions that perpetuate stereotypes and modes of thinking that devalue members on the basis of their sex, sexuality, or sexual orientation; unacceptable language or jokes; accessing, distributing, or publishing in the workplace material of a sexual nature; offensive sexual remarks; exploitation of power relationships for the purposes of sexual activity; unwelcome requests of a sexual nature, or verbal abuse of a sexual nature; publication of an intimate image of a person without their consent, voyeurism, indecent acts, sexual interference, sexual exploitation, and sexual assault.

MISSION

5. To eliminate harmful and inappropriate sexual behaviour within the CAF.

EXECUTION

6. CDS Intent. My intent is to eliminate harmful and inappropriate sexual behaviour within the CAF by leveraging the unequivocal support of my Commanders and all leaders in the

de commandement afin de le régler. Un engagement soutenu à cet égard est essentiel pour assurer notre efficacité en tant que force militaire et conserver la confiance des Canadiens et des Canadiennes ainsi que de tous les membres des FAC.

4. Définition du problème. Certains comportements sont incompatibles avec la profession des armes. Les comportements sexuels inappropriés incluent, sans y être limités, les actions perpétuant les stéréotypes et les préjugés qui déprécient des militaires en raison de leur sexe, de leur sexualité ou de leur orientation sexuelle; le langage ou les blagues inacceptables; l'accès à du matériel de nature sexuelle ainsi que la distribution ou la publication de tel matériel en milieu de travail; les remarques offensantes à caractère sexuel; l'exploitation des relations de pouvoir aux fins d'activités sexuelles; les demandes de nature sexuelle inopportunes ou la violence verbale de nature sexuelle; la publication d'images intimes d'une personne sans son consentement, le voyeurisme, les actions indécentes, les contacts sexuels, l'exploitation sexuelle et les agressions sexuelles.

MISSION

5. Éliminer les comportements sexuels dommageables et inappropriés au sein des FAC.

EXÉCUTION

6. Intention du CEMD. Mon intention est d'éliminer les comportements sexuels dommageables et inappropriés au sein des FAC en tirant parti du soutien sans équivoque de mes commandants et de

CAF. Any form of harmful and inappropriate sexual behaviour is a threat to the morale and operational readiness of the CAF, undermines good order and discipline, is inconsistent with the values of the profession of arms and the ethical principles of DND and CAF, and is wrong. I will not allow harmful and inappropriate sexual behaviour within our organization, and I shall hold all leaders in the CAF accountable for failures that permit its continuation.

7. All CAF members have a duty to report, to the proper authority, any infringement of the pertinent statutes, regulations, rules, orders and instructions applicable to military members. Furthermore, where a complaint is made or where there are other reasons to believe that a service offence has been committed, an investigation shall be conducted as soon as practicable.

8. Predators and bullies who act contrary to the betterment and wellbeing of any in our ranks are neither useful in operations nor in garrison and are not welcome in the CAF. Commanders will ensure that prompt and decisive action is taken in response to any harmful and inappropriate sexual behaviour, consistent with all applicable laws and policies.

9. Eliminating harmful and inappropriate sexual behaviour within the CAF depends on its members

tous les chefs des FAC. Toute forme de comportement sexuel dommageable et inapproprié constitue une menace pour le moral et la disponibilité opérationnelle des FAC, érode le bon ordre et la discipline, va à l'encontre des valeurs rattachées à la profession des armes et aux principes d'éthique du ministère de la Défense nationale (MDN) et des FAC, et est inacceptable. Je ne permettrai pas qu'il y ait des comportements sexuels dommageables et inappropriés au sein de notre organisation, et j'entends tenir tous les dirigeants des FAC responsables des manquements qui permettent que de telles situations se reproduisent.

7. Tous les membres des FAC ont le devoir de signaler à l'autorité responsable toute infraction aux lois, règlements, règles, ordres et instructions s'appliquant aux militaires. De plus, quand une plainte est déposée ou lorsqu'il existe d'autres raisons de croire qu'une infraction d'ordre militaire a été commise, une enquête doit être menée dès que possible.

8. Les prédateurs et les intimidateurs dont les agissements nuisent à l'amélioration et au bien-être de tout membre de nos rangs ne sont utiles ni dans nos opérations, ni en garnison, et ils ne sont pas les bienvenus au sein des FAC. Les commandants veilleront à ce que des mesures décisives soient promptement prises en réaction à tout comportement sexuel dommageable et inapproprié, en accord avec toutes les lois et les politiques applicables.

9. L'élimination des comportements sexuels dommageables et inappropriés au sein des FAC requiert que ses

demonstrating the integrity to act in a manner that bears the closest scrutiny and the courage to overcome difficult challenges through determination and strength of character. There shall be no grace period for the application of our values and ethics. Proper conduct starts now.

10. The increased attention that I have directed the CAF to place on this issue will likely lead to a surge in reporting of harmful and inappropriate sexual behaviour, as victims who in the past would have suffered in silence now have the confidence to come forward. This should be seen as progress. Some reports will concern events dating back several years. Others will be more recent. Regardless, CAF must accept this as another opportunity to address the problem and win-back members' trust.

11. To retain the trust and confidence of Canadians, the CAF will maintain transparency in all actions taken under Op HONOUR.

12. This OPORD supersedes the Initiating Directive promulgated at ref B.

13. Lines of Effort. Any harmful and inappropriate sexual behaviour is a real and serious problem within the CAF. A single act of wrong-doing, regardless whether it is conducted inadvertently or without malice, is one too many. Even unintentional harm or offense

membres fassent preuve d'intégrité, agissent de manière à pouvoir supporter l'examen le plus minutieux et aient le courage de relever des défis difficiles en faisant appel à leur détermination et à leur force de caractère. Il n'y aura pas de période de grâce en ce qui concerne l'application de nos valeurs et de notre éthique. Il faut agir de manière appropriée dès maintenant.

10. Le fait que j'ai demandé aux FAC de prêter davantage attention à cette problématique entraînera probablement une augmentation soudaine des signalements de comportements sexuels dommageables et inappropriés, car les victimes qui ont par le passé souffert en silence sauront maintenant qu'elles peuvent se faire entendre. Cela devrait être vu comme un progrès. Certains signalements porteront sur des événements qui remontent à plusieurs années. D'autres seront plus récents. Peu importe, les FAC doivent considérer cela comme une nouvelle occasion de s'attaquer au problème et de regagner la confiance de nos militaires.

11. Pour préserver la confiance des Canadiens et Canadiennes, les FAC veilleront à la transparence de toutes leurs actions dans le cadre de l'ordre d'opération Op HONOUR.

12. Le présent O Op annule et remplace la Directive de mise en œuvre citée à la référence B.

13. Secteurs d'efforts. Tout comportement sexuel dommageable et inapproprié est un problème réel et grave au sein des FAC. Un seul acte répréhensible, même s'il a été commis par inadvertance ou sans malice, est un incident de trop. Même une infraction ou

undermines good order and discipline, threatens morale, and reduces operational effectiveness. We will use a strategy involving four lines of effort:

- a. Understand. The CAF shall establish a clear understanding of what constitutes harmful and inappropriate sexual behaviour, the means to identify members who are in need of support, and improved reporting and assessment measures;
- b. Respond. The CAF shall institutionalize a cultural change, framed by clear direction and training for leaders on how to better direct and effect culture change throughout the institution;
- c. Support. The CAF shall provide support and better facilitate services to CAF members affected by harmful and inappropriate sexual behaviour including the establishment of a Sexual Misconduct Response Centre (SMRC). To the extent possible, support to those affected by harmful and inappropriate sexual behavior shall be guided by "do no harm"; and
- d. Prevent. The CAF shall develop a unified policy approach to specifically define what constitutes harmful and inappropriate sexual behaviour in plain language,

un tort commis de façon non intentionnelle nuit au bon ordre et à la discipline, constitue une menace pour le moral et réduit l'efficacité opérationnelle. Nous utiliserons une stratégie comprenant quatre secteurs d'efforts :

- a. Compréhension. Les FAC doivent établir une compréhension claire de ce qui constitue un comportement sexuel dommageable et inapproprié, les moyens de repérer les militaires qui ont besoin de soutien ainsi que des mesures améliorées pour le signalement et l'évaluation des incidents;
- b. Intervention. Les FAC doivent instaurer un changement culturel dans toute l'institution; ce changement sera encadré grâce à des directives claires ainsi que de la formation pour les dirigeants sur la façon de mieux orienter et susciter un changement culturel dans toute l'institution;
- c. Soutien. Les FAC doivent fournir du soutien et faciliter davantage la fourniture de services aux membres des FAC touchés par un comportement sexuel dommageable et inapproprié, notamment en créant un centre de soutien contre l'inconduite sexuelle. Dans la mesure du possible, le soutien des personnes touchées par un comportement sexuel inapproprié doit être guidé par le principe de « ne pas faire de mal »; et
- d. Prévention. Les FAC doivent élaborer une approche stratégique unifiée afin de définir précisément ce qui constitue un comportement sexuel dommageable et inapproprié

enhance education and training on harmful and inappropriate sexual behaviour, and establish an objective and enduring capability to measure performance and effect.

en langage clair, améliorer la formation et l'instruction concernant les comportements sexuels dommageables et inappropriés et établir une fonction objective et durable pour mesurer le rendement et les effets.

14. Conduct of Operations. This will be a whole-of-CAF effort. The CAF will initially use the CAF Strategic Response Team – Sexual Misconduct (CSRT-SM) to coordinate the development of policies, education, training, and additional member support. Op HONOUR shall be executed in four phases:

14. Conduite des opérations. Cette entreprise nécessitera un effort englobant l'ensemble des FAC. Les FAC commenceront par utiliser les services de l'Équipe d'intervention stratégique des Forces armées canadiennes sur l'inconduite sexuelle (EISF-IS) pour la coordination de l'élaboration de politiques, de formations, d'instructions et de mesures de soutien supplémentaires à l'intention des militaires. L'Op Honour sera exécutée en quatre phases :

a. Phase One - Initiation. (Ongoing) VCDS will complete a comprehensive strategy and associated action plan to address the remaining recommendations of the ERA report while taking the necessary steps to develop the mandate, governance and operational model of the Sexual Misconduct Response Centre (Interim) (SMRC(I))(See Annex B). Commanders and the Senior Leadership of the CAF shall personally receive my detailed direction and intent on the actions needed to achieve the mission. Commanders will formally and personally communicate this down and oversee the development of Formation and Unit-level orders. Phase One is to be complete no later than (NLT) 30 Sep 15;

a. Phase 1 – Lancement (en cours). Le vice-chef d'état-major de la défense (VCEMD) établira une stratégie globale et un plan d'action connexe pour se pencher sur les autres recommandations qui figurent dans le rapport de la responsable de l'examen externe et prendra les mesures nécessaires pour élaborer le mandat, la gouvernance et le modèle opérationnel du Centre d'intervention sur l'inconduite sexuelle (intérimaire) [CIIS(I)] (voir l'annexe B). J'enverrai personnellement aux commandants et aux cadres supérieurs des FAC des directives détaillées concernant les mesures requises pour réaliser la mission. Les commandants communiqueront les directives à leurs subordonnés de manière officielle et superviseront l'élaboration d'ordres au niveau des formations et des unités. La phase 1 doit être terminée au plus tard le

30 septembre 2015;

- b. Phase Two – Preparation. Commanders shall personally oversee the communication and application of discipline, extant leadership doctrine, and orders and policies specifically in relation to inappropriate sexual behaviour. The Supported Commander, assisted by the Supporting Commanders, will develop and deliver education on harmful and inappropriate sexual behaviour to CAF. Concurrent with the execution of this phase, SMRC(I) will commence operations as outlined in Annex B. The effectiveness of Phase Two activities are to be measured, with the results reported to me NLT 1 Jul 16;
- c. Phase Three – Deployment/Employment. Concurrent with Commanders' continued communication and application of discipline, the CAF will issue revised policies and deliver mission-specific training to its leaders. Concurrent with the execution of this phase, SMRC(I) will transition to a full operational capability. The effectiveness of each of Phase Three activities are to be measured, with the results reported to me NLT 1 Jul 17; and
- d. Phase Four – Maintain and Hold. In this phase, the CSRT-SM coordination functions will be re-absorbed into a DND/CAF that is
- b. Phase 2 – Préparation. Les commandants devront personnellement superviser la communication et l'application des mesures de discipline, de la doctrine de leadership en place, ainsi que des ordres et des politiques concernant particulièrement les comportements sexuels inappropriés. Le commandant appuyé, avec l'aide des commandants en appui, élaborera et donnera de la formation sur les comportements sexuels dommageables et inappropriés à l'intention des FAC. Parallèlement à cette phase, le CIIS(I) commencera ses activités, comme il est décrit à l'annexe B. L'efficacité des activités de la phase 2 sera mesurée et les résultats devront m'être communiqués au plus tard le 1^{er} juillet 2016;
- c. Phase 3 – Déploiement/Emploi. Parallèlement au maintien des communications et de l'application des mesures de discipline par les commandants, les FAC publieront des politiques révisées et donneront de l'instruction spécialement conçue pour cette mission aux dirigeants de l'organisation. Pendant l'exécution de cette phase, le CIIS(I) atteindra sa capacité opérationnelle totale. L'efficacité de chacune des activités de la phase 3 devra être mesurée, et les résultats devront m'être communiqués au plus tard le 1^{er} juillet 2017; et
- d. Phase 4 – Maintien et stabilisation. Au cours de cette phase, les fonctions de coordination de l'EISF-IS seront réabsorbées par le

better oriented, educated and trained to administer them in a manner that is fully consistent with DND and CAF Code of Values and Ethics. Commanders will continue to personally oversee the maintenance of values and the application of administrative and/or disciplinary measures. The SMRC will continue to function at full operational capability.

ministère de la Défense (MDN) et les Forces armées canadiennes (FAC), qui seront mieux orientés, formés et entraînés pour gérer les fonctions entièrement harmonisés avec le Code de valeurs et d'éthique du MDN et des FAC. Les commandants continueront de superviser personnellement le maintien des valeurs et l'application des mesures administratives et/ou disciplinaires. Le CIIS continuera de fonctionner à pleine capacité opérationnelle.

15. Main Effort. Leveraging CAF leadership at all levels to stop harmful and inappropriate sexual behaviour and provide better support to affected members.

15. Effort principal. Tirer parti du leadership des FAC à tous les niveaux en vue de faire cesser les comportements sexuels dommageables et inappropriés et d'offrir un meilleur soutien aux personnes touchées.

16. End State. The end state shall be achieved when all CAF members are able to perform their duties in an environment free of harmful and inappropriate sexual behaviour and are able to fully enjoy the support of an institution that fosters mutual trust, respect, honour, and dignity. Meeting this end state requires the following conditions to be met:

16. Résultat final. Nous aurons atteint le résultat final quand tous les membres des FAC pourront s'acquitter de leurs tâches dans un environnement sans comportements sexuels dommageables et inappropriés et profiter pleinement du soutien d'une organisation qui favorise la confiance mutuelle, le respect, l'honneur et la dignité. L'atteinte de ce résultat final nécessite d'adhérer aux conditions suivantes :

- a. Leadership-Driven Culture Change: The strengthening of the CAF culture and ethos in a manner that reinforces mutual trust, respect, honour, and dignity;
- b. Uphold the Profession of Arms: The CAF is founded on a core Canadian value; the respect for dignity of all persons at all times. Honour flows from practicing Canadian military values and ethics. It is every

- a. Changement culturel amorcé par les dirigeants : renforcement de la culture et de l'éthos des FAC de manière à favoriser la confiance mutuelle, le respect, l'honneur et la dignité;
- b. Protection de la profession des armes : les FAC sont fondées sur une valeur canadienne fondamentale, soit le respect de la dignité de tous en tout temps. L'honneur découle du respect des

member's duty to uphold the Profession of Arms and, above all, do the right thing; and

valeurs et de l'éthique des forces militaires canadiennes. Il incombe à chaque militaire d'adhérer aux principes de la profession des armes, et par-dessus tout, de faire ce qui est bien; et

- c. Support for CAF Members: CAF members who have been affected by harmful and inappropriate sexual behavior will be better supported with discretion and empathy, and appropriately informed about the resources that are available to them from an effective, comprehensive, and coordinated network.

- c. Soutien aux membres des FAC : les militaires des FAC qui ont été touchés par un comportement sexuel dommageable et inapproprié seront mieux encadrés, avec discrétion et empathie, et informés comme il se doit des ressources qui leur sont offertes dans un réseau exhaustif efficace et coordonné.

17. CDS Critical Information Requirements (CCIR). The CCIRs below apply to all phases of Op HONOUR:

17. Besoins essentiels du CEMD en information (BECI). Les BECI mentionnés ci-après s'appliquent à toutes les phases de l'Op HONOUR :

- a. Extent and nature of harmful and inappropriate sexual behaviour within CAF;
- b. Any alleged or confirmed acts of sexual misconduct or other breaches of these orders by Formation Commanders, Commanding Officers, and their Chief Petty Officers 1st Class/Chief Warrant Officers; and
- c. Issues that prevent Commanders from achieving the mission.

- a. Portée et nature des comportements sexuels dommageables et inappropriés dans les FAC;
- b. Tout acte d'inconduite sexuelle alléguée ou confirmée ou toute autre infraction au présent ordre commis par les commandants de formation, les commandants et les premiers maîtres de 1^{re} classe/adjudants-chefs sous leurs ordres; et
- c. Les problèmes empêchant les commandants de s'acquitter de la mission.

18. Groupings and Tasks. See Annex A.

18. Groupements et tâches. Voir l'annexe A.

19. Coordinating Instructions:

19. Instructions de coordination :

- a. Key dates and timings. The key dates frame CAF activities:

- a. Échéances clés. Les dates clés encadrent les activités des FAC :

- (1) 20 Aug 15: CDS Leadership Engagement;
- (2) 01 Sep 15: Stand-up of SMRC(I);
- (3) 15 Sep 15: SMRC(I) reaches initial operational capacity;
- (4) NLT 30 Sep 15: Orders issued down to the lowest tactical level;
- (5) 01 Oct 15: CSRT-SM from VCDS to CMP;
- (6) Winter 15/16: Symposium for CAF Senior Leaders and Stakeholders on Harmful and Inappropriate Sexual Behaviour;
- (7) APS 18: Stand-down CSRT-SM and transfer of functions to applicable DND/CAF OPIs; and
- (8) FY 18/19: SMRC Full Operational Capability (FOC).

SERVICE SUPPORT

20. The JAG is committed to ensuring that those findings and recommendations within reference A that touch upon the military justice system are closely reviewed, in coordination with CSRT-SM, to ensure that any changes to military justice legislation, policies and practices are

- (1) Le 20 août 2015 : Engagement de la direction du CEMD;
- (2) Le 1^{er} septembre 2015 : Mise sur pied du CIIS(I);
- (3) Le 15 septembre 2015 : Le CIIS(I) atteint sa capacité opérationnelle initiale;
- (4) Au plus tard le 30 septembre 2015 : Émission d'ordres touchant jusqu'au plus bas niveau tactique;
- (5) Le 1^{er} octobre 2015 : La responsabilité de l'EISF-IS passe du VCEMD au CPM;
- (6) Hiver 2015-2016 : Symposium pour les cadres supérieurs et les partenaires des FAC sur les comportements sexuels dommageables et inappropriés;
- (7) Période active des affectations (PAA) 2018 : Retrait de l'EISF-IS et transfert des fonctions aux bureaux de première responsabilité (BPR) concernés du MDN et des FAC; et
- (8) Année financière 2018-2019 : Le CIIS atteint sa capacité opérationnelle totale (COT).

SOUTIEN LOGISTIQUE

20. Le Juge-avocat général (JAG) s'engage à veiller à ce que les conclusions et recommandations contenues dans le document de la référence A et qui ont trait au système de justice militaire soient examinées attentivement en collaboration avec l'EISF IS afin de s'assurer que tout

consistent with the approaches being developed by that team.

21. The CFPM is committed to ensuring that those findings and recommendations within reference A that touch upon military police investigations, training or professional standards are closely reviewed, in coordination with JAG and CSRT-SM, to ensure that any changes to policies and practices in these areas are consistent with the approaches being developed by that team.

22. Force Allocation. Op HONOUR will be conducted from within the extant establishment of the CAF, with support provided by DND. Human and other resources for Op HONOUR will be acquired through the CFTPO, civilian secondments, and/or the extant Level 0 Business Plan.

23. Task Coordination. Personnel will be tasked through the National Personnel Tasking System to ensure filling of essential tasks and provide reports to the CDS as required.

24. Commanders shall continue to coordinate their efforts through CSRT-SM. CAF mission success will depend on the development of effective staff linkages between Commanders and CSRT-SM. CSRT-SM will work closely

changement apporté aux lois, aux politiques et aux pratiques concernant la justice militaire soit compatible avec les approches élaborées par l'EISF IS.

21. Le Grand Prévôt des Forces canadiennes (GPFC) s'engage à veiller à ce que les conclusions et recommandations contenues dans le document de la référence A et qui ont trait aux enquêtes, à la formation ou aux normes professionnelles de la police militaire soient examinées attentivement en collaboration avec le JAG et l'EISF IS afin de s'assurer que tout changement apporté aux politiques et aux pratiques dans leurs domaines soit agencé avec les approches élaborées par l'EISF IS.

22. Affectation des forces. L'Op HONOUR sera menée en utilisant l'établissement existant des FAC, avec le soutien du MDN. Les ressources humaines et les autres ressources requises pour l'Op HONOUR seront acquises en s'appuyant sur la planification et le suivi des tâches des Forces canadiennes (PSTFC), les affectations de civils et/ou le plan d'activités existant du niveau 0.

23. Coordination des tâches. Le personnel se verra confier des tâches par l'intermédiaire du système national d'affectation des tâches au personnel, et ce, afin de s'assurer que du personnel est affecté aux tâches essentielles et de pouvoir fournir des rapports au CEMD en temps voulu.

24. Les commandants doivent continuer de coordonner leurs efforts par l'intermédiaire de l'EISF IS. Le succès de la mission des FAC dépendra de l'établissement de relations de travail efficaces entre les commandants et

with SMRC(I). Both will operate within their respective mandates to inform actions undertaken by the CAF leadership to achieve the mission.

25. Public Affairs Posture. The CAF will pursue an active PA posture, with ADM (PA) responsible for developing the public affairs strategy and leading and coordinating its execution. CSRT-SM Public Affairs will coordinate and staff PA products for ADM (PA) approval through the Supported Commander.

COMMAND AND SIGNALS

26. This operation is command-centric, supported by an accountability framework that extends throughout the CAF.

27. Commanders at all levels are to personally issue their own formal, written orders down to the lowest tactical unit to ensure consistency of messaging. These shall be used as the basis for the development of tactical orders, which shall be reviewed two levels up prior to their issuance. Supported and Supporting Commanders will verify to me personally that orders have been reviewed, communicated and understood at all levels.

l'EISF IS. Cette dernière travaillera en collaboration étroite avec le CIIS(I). Les deux organisations travailleront en respectant leurs mandats respectifs afin d'éclairer les décisions prises par les dirigeants des FAC en vue de réussir la mission.

25. Approche des Affaires publiques (AP). Les FAC s'emploieront à donner aux Affaires publiques une approche active; le sous-ministre adjoint (Affaires publiques) [SMA(AP)] sera responsable de l'élaboration de la stratégie concernant les affaires publiques ainsi que de la direction et de la coordination de l'exécution de cette stratégie. Le secteur des Affaires publiques de l'EISF-IS coordonnera les produits d'AP et le personnel requis pour ces derniers aux fins de leur approbation par le SMA(AP) par l'intermédiaire du commandant appuyé.

COMMANDEMENT ET TRANSMISSIONS

26. L'opération est axée sur le commandement et soutenue par un cadre de reddition de comptes qui s'étend à l'ensemble des FAC.

27. Les commandants de tous les niveaux doivent personnellement émettre leurs propres ordres officiels par écrit, et ce, jusqu'à l'unité tactique du plus bas niveau afin de s'assurer de l'uniformité du message transmis. Ces ordres devront servir de fondement pour l'élaboration d'ordres tactiques, qui devront être examinés au deuxième niveau supérieur à celui de leur auteur. Les commandants appuyés et en appui confirmeront personnellement auprès de moi que les ordres ont été examinés, communiqués et compris à tous les

28. Supported Commander. VCDS is the supported commander for Phase One. CMP is the supported commander for Phases Two, Three and Four.

29. Supporting Commanders/Group Principals. All other Commanders and Group Principals.

30. Transfer of Command Authority (TOCA). On 1 Sep 15, SMRC(I) will stand-up.

31. On 1 Oct 15, authority for CSRT-SM will transfer from VCDS to CMP.

32. Points of Contact:

a. VCDS:

(1) Cmdre BWN Santarpia, COS VCDS, 613-992-6091;

b. CMP:

(1) BGen N Eldaoud, COS CMP, 613-992-7702;

c. CSRT-SM:

(1) LGen CT Whitecross, Commander, 613-996-2347;

(2) Col GMH Fontaine, Deputy Commander, 613-996-2365;

(3) Ms. N. Neault, Strategic Advisor, 613-996-2952

(4) LCol JPS Lapointe, Chief of

niveaux.

28. Commandant appuyé. Le VCEMD est le commandant appuyé pour la phase 1. Le CPM est le commandant appuyé pour les phases 2, 3 et 4.

29. Commandants en appui/chefs de groupe. Tous les autres commandants et chefs de groupe.

30. Transfert du pouvoir de commandement (TPC). Le CIIS(I) entrera en fonction le 1^{er} septembre 2015.

31. Le 1^{er} octobre 2015, la responsabilité de l'EISF-IS passera du VCEMD au CPM.

32. Points de contact :

a. VCEMD :

(1) Cmdre B.W.N. Santarpia, CEM VCEMD, 613-992-6091;

b. CPM :

(1) Bgén N. Eldaoud, CEM CPM, 613-992-7702;

c. EISF-IS :

(1) Lgén CT Whitecross, commandant, 613-996-2347;

(2) Col G.M.H. Fontaine, commandant adjoint, 613-996-2365;

(3) M^{me} N. Neault, conseillère stratégique, 613-996-2952

(4) Lcol J.P.S. Lapointe, chef d'état-

Staff, 613-996-3522;

major, 613-996-3522;

(5) Cdr P Grimshaw, Deputy
Director Policy, Education and
Training, 613-996-3181;

(5) Capf P. Grimshaw, directeur
adjoint – Politiques, éducation et
instruction, 613-996-3181;

(6) LCol JAM Villeneuve, Deputy
Director Programme
Effectiveness Measurement,
613-996-3158; and

(6) Lcol J.A.M. Villeneuve, directeur
adjoint – Mesure de l'efficacité
des programmes, 613-996-3158;
et

(7) Ms. M. Lamothe,
Communications Advisor, 613-
996-3133.

(7) M^{me} M. Lamothe, conseillère en
communications, 613-996-3133.

33. SMRC(I): To be promulgated.

33. CIIS(I) : Nomination à venir

Le Général



J.H. Vance
General

Annexes:

Annex A – Op HONOUR Tasks and
Support Requirements
Annex B – Sexual Misconduct
Response Centre (Interim) Operating
Concept
Annex C – Soldier's Card

Distribution List (page 16)

Annexes:

Annexe A – Tâches et exigences en
matière de soutien pour l'Op HONOUR
Annexe B – Concept opérationnel du
Centre de soutien contre l'inconduite
sexuelle (intérimaire)
Annexe C – Carte du soldat

Liste de distribution (page 16)

Distribution List

Action

VCDS
SJS DOS
Comd RCN
Comd CA
Comd RCAF
CMP
Comd CJOC
Comd CFINTCOM
Comd CANSOFCOM
ADM(IE)
ADM(HR-Civ)
ADM(IM)
ADM(RS)
JAG
ADM(PA)
Corp Sec

Information

MND
DM
Senior Assoc DM
DCDRNORAD
ADM(Pol)
ADM(Mat)
ADM(Fin)/CFO
ADM(S&T)

Liste de distribution

Exécution

VCEMD
DEM EMIS
Cmdt MRC
Cmdt AC
Cmdt ARC
CPM
Cmdt COIC
Cmdt COMRENSFC
Cmdt COMFOSCAN
SMA(IE)
SMA(RH-Civ)
SMA(GI)
SMA(Ex)
JAG
SMA(AP)
Sec gén

Renseignements

Min DN
SM
SM dél princ
DCDRNORAD
SMA(Pol)
SMA(Mat)
SMA(Fin)/DPF
SMA(S & T)

OP HONOUR TASKS AND SUPPORT REQUIREMENTS

1. Collective Tasks. All Supporting Commanders are directed to:

a. Phase One:

- (1) Be prepared to provide the Supported Commander with members/personnel to support the CSRT-SM IAW CFTPO;
- (2) Assist VCDS in the execution of initial Town Hall activities;
- (3) Assist in the development of the CAF strategy to respond to the issues identified and recommendations raised within the ERA report;
- (4) Assist in the execution of the communications strategy developed by ADM(PA);
- (5) Identify a single point of contact to CSRT-SM for the coordination of staff activity;
- (6) Assist in the development of the SMRC(I) mandate, governance, and operational model;
- (7) Assist CMP in the distribution of Soldier's Cards; and
- (8) Assist in the advertisement of SMRC(I) and other CAF support services to members;

b. Phase Two:

- (1) Assist CMP in the conduct of research to better understand the problem of inappropriate sexual behaviour within the CAF;
- (2) Assist CMP in the implementation of the means to measure command climate down to the unit level;
- (3) Assist COMDs CJOC and CANSOFCOM in the conduct of research on inappropriate sexual behaviour by deployed CAF members;
- (4) Assist CMP in the development of a common means to better compile information on sexual harassment occurring within your organizations;

- (5) Assist CMP in the organization and delivery of a symposium for CAF senior leaders and stakeholders on inappropriate sexual behaviour;
- (6) Exercise increased oversight of discipline, the maintenance of values, and where appropriate, the application of administrative and/or disciplinary measures;
- (7) Support CMP in the needs analysis to define the education and training requirements and gaps stemming from the ERA report; and
- (8) Personally lead Town Hall activities at the Group and Formation levels;

c. Phase Three:

- (1) Personally lead Town Hall activities at the Group and Formation levels;
- (2) Exercise increased oversight of discipline, the maintenance of values, and where appropriate, the application of administrative and/or disciplinary measures;
- (3) Assist CMP in the delivery of education and training on inappropriate sexual behaviour IAW promulgated standards; and
- (4) Implement the general prevention strategy developed by CMP;

d. Phase Four:

- (1) Personally lead Town Hall activities at the Group and Formation levels; and
- (2) Exercise increased oversight of discipline, the maintenance of values, and where appropriate, the application of administrative and/or disciplinary measures.

2. Individual Tasks. In addition to the common tasks listed above, the specified Level 1s are to provide the following:

a. VCDS:

(1) Phase One:

- (a) Coordinate the establishment of the CSRT-SM as a staff element within NDHQ;
- (b) Provide MP advisor to the CSRT-SM and SMRC(I) as applicable;

- (c) Provide CSRT-SM with financial resources;
- (d) Advise the CAF leadership on options to address the recommendations contained within the ERA report;
- (e) Develop the CAF strategy to respond to the issues identified and recommendations raised within the ERA report;
- (f) Conduct research into the best practices at the National and International level on activities to inform the CAF action Plan;
- (g) Develop the CAF action plan to respond to the issues and recommendations contained within the ERA report;
- (h) Advise the chain of command on initial activities to address the issues identified in the ERA report;
- (i) Develop the mandate, governance, and operational model of SMRC(I);
- (j) Identify the organizational, personnel, and information management/information technology requirements for the SMRC(I) to ADM(HR) Civ, ADM (IE), and ADM (IM);
- (k) Be prepared to provide resources to support the further development of the CSRT-SM and the development of SMRC(I) in Phase Two (Reg F and Res F PYs and FTEs); and
- (l) Be prepared to relinquish control of CSRT-SM to CMP in Phase Two;

(2) Phase Two:

- (a) Provide the resources to execute CSRT-SM and SMRC(I) Business Plan requirements for the remainder of FY 15/16 and BP requirements FY 16/17;
- (b) Provide resources to support the further development of the CSRT-SM and the development of SMRC(I) in Phase Two (Reg F and Res F PYs and FTEs);
- (c) Provide MP advisor to the CSRT-SM and SMRC(I) as applicable;
- (d) Develop and execute a communications strategy that advises CAF members on the findings of the ERA, the measures being planned

to address the problem, and the availability of extant CAF support services; and

(e) Transfer control of CSRT-SM to CMP;

(3) Phases Three and Four: IAW Collective Tasks;

b. RCN/CA/RCAF/CFINTCOM/CANSOFCOM:

(1) Phase One: Advise CMP on the means by which surveys and common performance measurement tools can be administered;

(2) Phase Two:

(a) Assist CMP in the measurement of the command climate down to the unit level; and

(b) Assist CMP in the development and delivery of leadership training and education on inappropriate sexual behaviour;

(3) Phase Three and Four: IAW Collective Tasks;

c. CJOC & CANSOFCOM:

(1) Phase One:

(a) Advise CMP on the means by which surveys and common performance measurement tools can be administered to TFs and deployed CAF members;

(2) Phase Two:

(a) Assist CMP in the measurement of the command climate at the operational level, including within TFs and deployed CAF members;

(b) Assist CMP in the conduct of research on inappropriate sexual behaviour involving deployed TFs and member; and

(c) Assist CMP in the development and delivery of pre-deployment training and education on inappropriate sexual behaviour;

(3) Phase Three and Four: IAW Collective Tasks;

d. CMP/COMD MILPERSCOM:

(1) Phase One:

- (a) Advise VCDS on relevant personnel policy issues;
- (b) Facilitate CF H Svcs Gp support to Town Halls and the provision of advice to VCDS on SMRC(I);
- (c) Facilitate the provision of Chaplain support to VCDS in support of CSRT-SM activities;
- (d) Support VCDS in the execution of initial Town Hall activities;
- (e) Be prepared to assume responsibility for CSRT-SM;
- (f) Appoint the senior leadership for CSRT-SM;
- (g) Provide advice to the DM to select the leadership for SMRC(I); and
- (h) Coordinate the production and distribution of Soldier's Cards;

(2) Phase Two:

- (a) Assume responsibility for CSRT-SM from VCDS;
- (b) Identify, to VCDS and DM, resource requirements to further develop the CSRT-SM and support SMRC(I);
- (c) Conduct research to determine the nature and scope of inappropriate sexual behaviour within the CAF, including the development of surveys and tools to understand the nature of the problem;
- (d) Develop a unified policy approach to specifically address inappropriate sexual behaviour in plain language and include as many aspects as possible of it in a single policy;
- (e) Initiate a Needs Analysis to define the Training and Education requirements and gaps stemming from the ERA report;
- (f) Facilitate CF H Svcs Gp provision of support to the Town Halls and advice to facilitate the development and operations of SMRC(I);
- (g) Facilitate the provision of Chaplain support as required;

- (h) Lead the development and coordinate the delivery of pre-deployment training and education on inappropriate sexual behaviour;
- (i) Organize and deliver a symposium for CAF senior leaders and stakeholders on inappropriate sexual behaviour;
- (j) Share best practices and examine opportunities to align efforts with ADM HR (Civ);
- (k) Develop CAF strategy for the prevention of inappropriate sexual behaviour; and
- (l) Be prepared to assume responsibility for CSRT-SM;

(3) Phase Three:

- (a) Develop a plan for the transfer of CSRT-SM functional responsibilities to DND/CAF; and
- (b) Facilitate CF H Svcs Gp provision of support to the Town Halls as required and advice to a fully-operational SMRC;

(4) Phase Four:

- (a) Transfer CSRT-SM functional responsibilities to DND/CAF IAW the plan developed at Phase Three;

e. JAG:

(1) Phases One through Four:

- (a) Continue to provide legal services to all Supported and Supporting Commanders as required;

f. SJS:

(1) Phase One:

- (a) Provide advice on the mandate, governance, and operational model for SMRC(I);

(2) Phases One through Four:

- (a) Continue to provide assistance in the conduct of CAF research;

3. Support Requirements. The following L1 support is requested:

a. ADM (IE):

(1) Phase One:

(a) Support to VCDS and SMRC(I) infrastructure requirements;

(2) Phase Two:

(a) Provision of infrastructure to meet requirements identified by VCDS in Phase One;

(3) Phases Three and Four: No change;

b. ADM HR (Civ):

(1) Phase One:

(a) Establishment of liaison with the VCDS for the development of the CAF strategy to respond to the issues identified and recommendations raised within the ERA report;

(b) Advice on civilian staffing of positions to VCDS in support of CSRT-SM; and

(c) Advice on HR practices and opportunities to align military and civilian policy, education, training, and performance measurement;

(2) Phase Two:

(a) Provide advice on civilian staffing of positions in support of CSRT-SM and SMRC(I); and

(b) Dedicated staff to assist CMP in the development and harmonization of military and civilian policies to address inappropriate sexual behaviour where feasible;

(3) Phase Three: No change;

(4) Phase Four:

(a) Support to facilitate the transition of CSRT-SM functions into DND/CAF as applicable;

c. ADM (IM)

(1) Phase One:

- (a) Be prepared to support VCDS and the SMRC(I) with IM/IT; and
- (b) IM/IT solution to facilitate the collection and integration of complaint data available to the CAF on sexual harassment and sexual offences, coordinating with JAG and CFPM where this task touches upon their independent statutory mandates;

(2) Phase Two:

- (a) Delivery of an initial and interim IM/IT capability to CMP in support of CSRT-SM activities;

(3) Phase Three:

- (a) Delivery of a final IM/IT capability to CMP in support of CSRT-SM activities;

d. ADM (PA):

(1) Phase One:

- (a) Communications Advisors and staff to VCDS in accordance with CFTPO; and
- (b) Provision of Public Affairs guidance to CAF;

(2) Phase Two:

- (a) Dedicated civilian Communications Advisor or a Public Affairs Officer to CMP in support of CSRT-SM's activities;
- (b) Specialized Public Affairs support to CMP, to include media monitoring and analysis, graphic design, exhibits and displays, web, social media and internal communications support, and media and stakeholder outreach; and
- (c) Public Affairs guidance to CAF;

(3) Phase Three:

- (a) As per Phase Two; and

- (b) Advice to CMP on the transition of PA capabilities from CSRT-SM to the NDHQ matrix;

(4) Phase Four:

- (a) Cessation of PA support to CMP in support of CSRT-SM activities;

e. ADM (RS):

(1) Phase One:

- (a) Assistance in the development of the CAF strategy to respond to the issues identified and recommendations raised within the ERA report;

(2) Phase Two:

- (a) Provision of Defence Ethics Programme support to CMP; and
- (b) Support to define the Training and Education requirements and gaps stemming from the ERA report;

(3) Phase Three:

- (a) Defence Ethics Programme support to CMP;

(4) Phase Four:

- (a) Assistance in the transition of CSRT-SM into DND/CAF;

f. Corp Sec:

(1) Phase One:

- (a) Advice to assist in the development of the SMRC(I) mandate, governance, and operating model;

(2) Phase Two:

- (a) Be prepared to update the Organization and Accountability document and Defence Administrative Orders and Directives 1000 frameworks to reflect the transfers of Accountabilities, Responsibilities and Authorities through to Phase Four; and
- (b) Assistance in the organization and delivery of a symposium for CAF senior leaders and stakeholders on inappropriate sexual behaviour,

and in the synchronization of this symposium with the
GOFO/Executive symposium battle rhythm.

SEXUAL MISCONDUCT RESPONSE CENTRE (INTERIM) OPERATING CONCEPT

1. Operating Concept. The Sexual Misconduct Response Centre (Interim) (SMRC(I)) is a capability that will provide support to CAF members who have experienced or have been affected by inappropriate sexual behaviour. This behaviour includes, but is not limited to, actions that perpetuate stereotypes and modes of thinking that devalue members on the basis of their sex, sexuality, or sexual orientation; unacceptable language or jokes; accessing, distributing, or publishing in the workplace material of a sexual nature; offensive sexual remarks; exploitation of power relationships for the purposes of sexual activity; unwelcome requests of a sexual nature, or verbal abuse of a sexual nature; publication of an intimate image of a person without their consent, voyeurism, indecent acts, sexual interference, sexual exploitation, and sexual assault.
2. Governance. SMRC(I) will operate outside of the CAF chain of command, reside within the Department of National Defence, and report to the Deputy Minister (DM).
3. Support. Supported and Supporting Commanders shall assist in the establishment of the SMRC(I).
4. Upon reaching full operational capability, the centre will be referred to as SMRC and operate fully independently from the CAF.¹
5. Services. It is anticipated the SMRC(I) will provide the following services:
 - a. Access to a professional by phone and email for CAF members;
 - b. Planning assistance for the member's immediate safety;
 - c. Empathetic listening;
 - d. Information for members to make informed choices on how they wish to proceed. This includes what to expect of the investigative processes and of the military and civilian justice systems and of other investigative or complaint processes to support victims;

¹ SMRC may be renamed at Full Operational Capability.

e. Information about other available resources, as required, including CF Health Services Centres, Chaplain Services, Military Family Resource Centres (MFRC), Family Information Line, Canadian Forces Member Assistance Program (CFMAP), Hospital Emergency Departments, and Rape Crisis Centres; and

f. Information on existing reporting or complaint mechanisms.

6. Location and Hours of Operation. The SMRC(I) will be located within the National Capital Region and will commence operations on 15 Sep 15. SMRC(I) will operate from 0700-1700 (EST). During silent hours, support from other resources available 24/7 such as Family Info Line, CFMAP, and local sexual assault centres, will be available to CAF members.

7. Accessibility. CAF members will be notified on how to access SMRC(I) in a FRAGO to this OPORD.

CAF SOLDIER'S CARD

Aim. The purpose of the Soldier's Card is as follows:

- a. Reminds members of the type of actions that constitute inappropriate sexual behaviour;
- b. Highlights expectations of proper behaviour; and
- c. Provides points of contact through which members affected by inappropriate sexual behavior can seek support and/or report wrong-doing.

NOTE – Design still under consideration. CDS will have final approval of the Soldier's Card design.

Side A:

LEADERSHIP, RESPECT, AND HONOUR
ELIMINATE INAPPROPRIATE SEXUAL
BEHAVIOUR IN THE CAF:
INAPPROPRIATE BEHAVIOURS

- Actions that perpetuate stereotypes and modes of thinking that devalue members on the basis of their sex, sexuality, or sexual orientation
- Unacceptable language or jokes
- Accessing, distributing, or publishing in the workplace material of a sexual nature
- Offensive sexual remarks
- Exploitation of power relationships for the purposes of sexual activity
- Unwelcome requests of a sexual nature, or verbal abuse of a sexual nature
- Publication of an intimate image of a person without their consent, voyeurism, indecent acts
- Sexual interference
- Sexual exploitation
- Sexual assault

 National Defence / Défense nationale 

LEADERSHIP, RESPECT, AND HONOUR
EXPECTATION OF CAF MEMBERS:
DO NO HARM

- Be a Leader	- Speak Out
- Respect All	- Take Action
- Act with Honour	- Seek Support
- Be Courageous	- Provide Assistance
- Don't Turn a Blind Eye	- Notify Authorities
- Get Involved	

Canada 

Reach Out Now!

HAVE YOU BEEN AFFECTED OR IMPACTED BY INAPPROPRIATE SEXUAL BEHAVIOUR?

Support

SEXUAL MISCONDUCT RESPONSE CENTRE:
1-844-750-1648

- Open September 1, 2015

CAF HEALTH SERVICES CENTRES

- Find the CAF health centre nearest you:
www.forces.gc.ca/en/caf-community-health-services-medical/clinic-information.page

CAF CHAPLAIN SERVICES

- For a list of local chaplains call 1-866-502-2203

FAMILY INFORMATION LINE:
1-800-866-4546

CAF MEMBER ASSISTANCE PROGRAM:
1-800-268-7708

Report

YOUR CHAIN OF COMMAND

**CF NATIONAL INVESTIGATION SERVICES (CFNIS)
REGIONAL OFFICES**

- Regional Office contact info:
www.forces.gc.ca/en/contact-us/military-police-contact-us.page

CAF HARASSMENT PROCESS

- Unit Workplace Relations Advisors can help you interpret the harassment policy and how to proceed

DND/CAF OMBUDSMAN:
1-888-828-3626

ombudsman-communications@forces.gc.ca

Emergency? Dial 911.