

SEXUAL MISCONDUCT RESPONSE CENTRE

Status Report
1 January – 30 June 2016



HONOUR RESPECT SUPPORT
CONFIDENTIAL CARE RIGHTS
PEOPLE EDUCATION UNDERSTANDING
GENDER BELIEFS CHANGE SOLDIERS THINK
FRONT LINES COMPASSION SOCIAL MEANS
COMMON SENSE EGO PEER GROUP SOCIETY
WOMAN MAN

Canada 

Executive Summary

The Sexual Misconduct Response Centre (SMRC) was rapidly established in September 2015 as a key element of the Chief of the Defence Staff's Operation HONOUR. The SMRC provides confidential supportive counselling, information and facilitated access to Canadian Armed Forces (CAF) members who have experienced or have been affected by inappropriate sexual behaviour. The SMRC reports to the Deputy Minister of the Department of National Defence and while separate from the CAF, the SMRC must be responsive to the needs of CAF members. This status report provides an update on the SMRC services to CAF members since its inception, its accomplishments from 1 January to 30 June 2016, and offers a glance on the way forward. In this reporting period, 262 individuals communicated with the SMRC, and of those, 204 identified as CAF members. Individuals affected by sexual misconduct may call or e-mail more than once before they can actually speak to the incident or its impact and the initial contact may lead to follow-up interactions. Each communication to and from the SMRC is captured as a contact, and there were a total of 306 contacts with these 204 CAF members. While SMRC's mandate is focused on providing support to CAF members, all calls and e-mails are answered and individuals who are not military members are also given information on existing support for them.

During this period, the SMRC has defined its core service as supportive counselling which consists of a person-centered approach to create a safe and confidential option for individuals to speak to the issue, acknowledge their emotions and receive the support needed to make informed choices. Through the services of the SMRC, several CAF members were able to disclose an incident and seek support for the very first time. The Centre is unique in providing support with the option of anonymity, and without the requirement to report to the chain of command or file a formal complaint with the Military Police.

The SMRC also established internal partnerships with the Military Police, Health Services and Chaplaincy to address some of the barriers to CAF members seeking care, and facilitate the referral of members to services that meet individual needs. The establishment of a single point of contact for the SMRC and its members with a Military Police Liaison Officer (MPLO) has proven an effective means to ensure that members who wish to obtain more information about reporting processes can become well-informed before any formal investigation take place. In fact, from the 31 members who asked to speak with the MPLO in this reporting period, 18 decided to file an official complaint regarding an alleged sexual offence.

In recognition of the CAF's complex array of services, expansive geography and multiple time zones, the Centre has expanded its operating hours from 7:00 to 20:00 Eastern Standard Time to increase access to members. As the Centre reaches maturity by July 2017, the remaining 11 months will be instrumental to solidify and expand its operational structure in consultation with the CAF. This foundational work is essential for the Centre to fulfill its role in meeting the support needs of CAF members affected by sexual misconduct, and in contributing to the Operation HONOUR initiative.

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Background

Introduction

As observed in media reports in the last several months, sexual misconduct is a social issue and its impact is widespread. Whether it is in various uniformed services, on college and university campuses or in different trades, businesses or workplaces, the prevalence of sexual violence and harassment in society is irrefutable – and also unacceptable. Over the past year, the Canadian Armed Forces (CAF), in response to the Report from the External Review Authority¹ and in partnership with the Department of National Defence, has taken unprecedented action to challenge attitudes, behaviours and myths that normalize sexual violence and harassment.

The SMRC officially became operational on 15 September 2015 as one of the key elements of the CAF's Operation HONOUR, an organization-wide initiative launched by the Chief of the Defence Staff (CDS) on 20 August 2015 in an effort to eliminate inappropriate sexual behaviour (ISB)². The opening of the SMRC was fast-tracked and given the mandate to provide support to CAF members who have experienced or been affected by inappropriate sexual behavior.

The SMRC provides initial confidential support by phone or e-mail, in the form of supportive counselling, information on existing resources and procedures, and facilitated access to services through a robust network of internal and external partners. While complementary to other services available within the CAF, the SMRC's uniqueness is in its focus on the provision of supportive counselling exclusively in the realm of sexual misconduct, and provides members with the option of anonymity and total confidentiality without the requirement to report to the chain of command or the Military Police. The SMRC provides a conduit for members to access additional support or information for those who may never have accessed other available services due to variety of actual or perceived barriers.

Also referred to in this report as “the Centre”, the SMRC has been established as part of the overall response of the CAF to tackle the issue of sexual misconduct within its ranks. It is a dedicated resource primarily designed to support victims³, but also called

¹ Former Chief Justice Marie Deschamps was given the mandate to examine CAF policies, procedures and programs in relation to sexual harassment and sexual assault, including the effectiveness with which these policies are currently being implemented. The Report was released on 30 April 2015.

² Inappropriate sexual behavior 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 purpose 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.

³ Understanding that “victim” is an imperfect term for those who do not identify as such, or prefer the term “survivor”, “victim” is used in this report in the broadest sense to refer to individuals who have been the targets of and/or directly experienced ISB. It includes those who have made the initial contact to discuss their experience through to those of reported sexual assaults.

upon by the chain of command and bystanders seeking advice and guidance related to sexual misconduct in utmost confidentiality. Set-up quickly as a support centre to respond to the needs of CAF members, the SMRC is committed to reach maturity by July 2017.

While this report to the Deputy Minister focuses on its activities from 1 January through 30 June 2016, it also provides numbers as previously reported for the period of 15 September to 31 December 2015. For the current reporting period, this report provides information on the SMRC support services to CAF members, key accomplishments related to victim support initiatives, developments on the operational model of the Centre and its activities related to ensuring that its services are known to members. This report will also outline future initiatives and critical considerations in determining the SMRC's operations at maturity.

Current Mandate

The mission of the SMRC is to provide support to CAF members affected by ISB and help them to make informed choices on available services and resources to meet their individual needs. SMRC serves CAF members (which as of Aug 17, 2016) consisted of:

- Regular Force (65,946),
- Primary Reserve (26,499),
- Supplementary Reserve (8,926),
- Cadet Organizations Administration and Training Service (7,533), and
- Canadian Rangers (4,984).

In addition to victim support, the Centre advises the CAF on the nature of inappropriate sexual behavior and its impact on individuals in order to assist in education and training, as well as policy development. As such, the SMRC, by gathering and sharing anonymized issues and trends, influences and contributes to culture change within the CAF.

Furthermore, the SMRC promotes its mandate and services in an effort to inform and encourage those who are affected by sexual misconduct to come forward and seek support services to meet their needs. This also provides SMRC with the opportunity to receive feedback from CAF members.

Support to Canadian Armed Forces Members

The SMRC's *raison d'être* is to provide support to CAF members who have been affected by HISB. Sexual misconduct in its various forms can be traumatic for most individuals. Persons affected by sexual misconduct, and depending on the level of trauma, experience obvious difficulty in being able to speak of the incident and its impact. They often contact the Centre more than once before they feel safe and acquire enough confidence to share their experiences. The initial discussion with SMRC counsellors may result in follow-up interaction. Each communication to and from the SMRC are captured as a separate *contact*.



Table 1 indicates the cumulative totals of individuals since the opening of the Centre, as well as this six month reporting period.

**Table 1: Cumulative Number of Individuals who contacted the SMRC
(15 September 2015 - 30 June 2016)**

	Clientele	1 st Reporting Period	2 nd Reporting Period	Total
		15 September – 31 December 2015	1 January – 30 June 2016	
Individuals	CAF	156	204	360
	Other	48	58	106
	Total	204	262	466

Definitions:

Individuals: persons who communicate with the SMRC by telephone or e-mail.

Others: persons who identify as not being a CAF member including DND civilian employees, former members, veterans and family members.

Table 2 provides the cumulative number of contacts (incoming and outgoing) since the opening of the centre.

**Table 2: Cumulative Number of Contacts with the SMRC
(15 September 2015 - 30 June 2016)**

	Clientele	1 st Reporting Period	2 nd Reporting Period	Total
		15 September – 31 December 2015	1 January – 30 June 2016	
Contacts	CAF	186	306	492
	Other	60	91	151
	Total	246	397	643

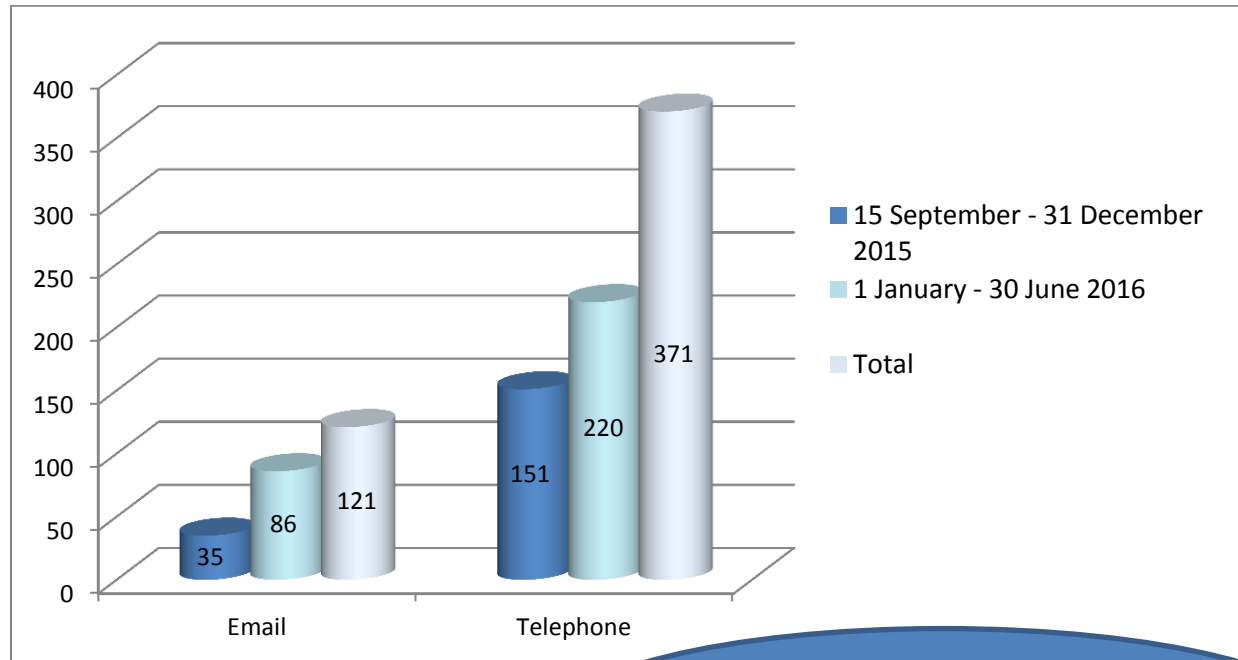
Definitions:

Contact: An interaction between an individual and a SMRC counsellor.

Note: Given the option to remain anonymous, there may be a margin of error as some individuals may contact the Centre more than once anonymously without advising that they previously contacted the SMRC.

Figure 1 provides information on how members are contacting and interacting with the SMRC.

Figure 1: Mode of Contact – CAF Members (15 September 2015 - 30 June 2016)



From 1 January – 30 June 2016,
 SMRC received 60% of its contacts between
 10:00 and 14:59 (EST) Monday to Friday

Reasons of Contact

CAF members contact the SMRC for a variety of reasons relating to sexual misconduct. An individual may have contacted the SMRC for more than one reason. As such the numbers in Table 3 will not add up to the number of CAF members. The members calling may not have directly experienced (or been directly affected) by the incident they are calling about. They may be peers or members of the affected person's chain of command. The CAF Profile section and associated Table 4 and Figure 2 will further explore the number of directly affected CAF members.

**Table 3: Cumulative Reasons of Contact- CAF Members
(15 September 2015 - 30 June 2016)**

Reason of Contact	1 st Reporting Period	2 nd Reporting Period	Total
	15 September-31 December 2015	1 January- 30 June 2016	
Sexual Harassment	29	59	88
Sexual Assault	34	46	80
Inappropriate Sexual Behaviour	13	45	58
Request for Information	74	52	126
Not related to sexual misconduct	*	21	21
Abuse of Authority	*	3	3
Other Sexual Offence	*	3	3

** Information not captured during this time period*

Note that each individual may contact SMRC for more than one reason

CAF Profile

As indicated in Table 4 below, from 1 January to 30 June 2016, 204 individuals self-identified as CAF members; 112 are men and 92 are women. Of the 204 CAF members, 68 identified as being directly affected by inappropriate sexual behavior: 55 women and 13 men.

Figure 2 below shows that of the 55 women, 28 contacted the SMRC for an incident related to sexual harassment, 18 to sexual assault and 9 to other inappropriate sexual behavior. Of the 13 men, 6 contacted for an incident related to sexual harassment, 5 to sexual assault and 2 to other inappropriate sexual behavior.

Notwithstanding the fact that the SMRC data demonstrate that a higher percentage of women reported being directly affected by inappropriate sexual behavior and that this may be perceived as a woman's issue, the SMRC recognizes that both men and

women can be victims of sexual harassment and sexual assault (Carol O'Brien, 2015)⁴(Kimerling, 2007)⁵ and can be perpetrators as well (Berdahl, 2006)⁶ (Dionisi, 2014)⁷

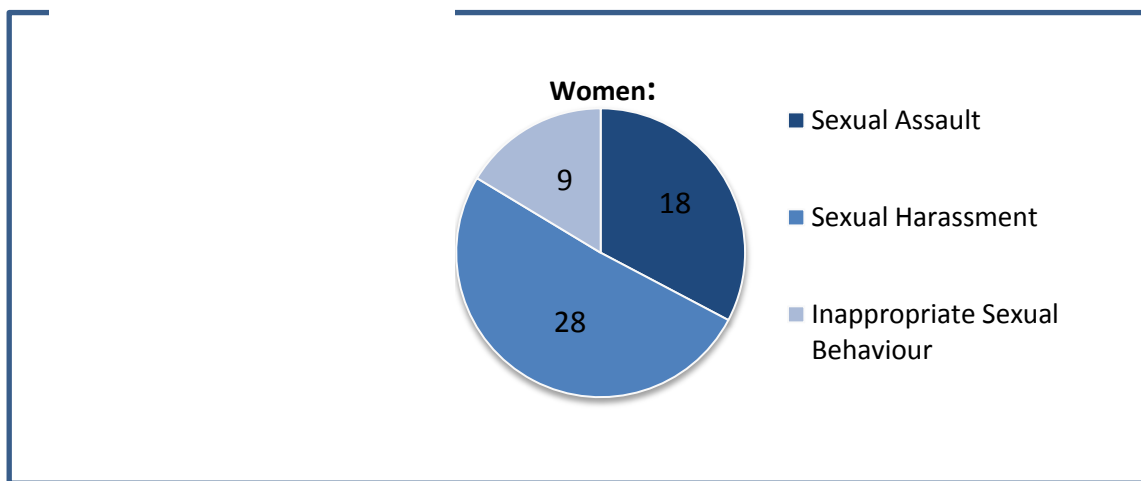
Table 4: CAF Profile

Gender	1 st Reporting Period	2 nd Reporting Period
	15 September-31 December 2015*	1 January- 30 June 2016
Men	67	112
Women	88	92
Other/Unknown	1	0
CAF Individuals	156	204

*Unable to extract number of members directly affected by inappropriate sexual behaviour during this initial period.

Members directly affected by inappropriate sexual behaviour in the last six months:	
Men	13
Women	55
Other/Unknown	0
Total	68

Figure 2: Reasons of Contact – Directly Affected CAF Members



⁴ Carol O'Brien, J. K. (2015). Don't Tell: Military Culture and Male Rape. Psychological Services, Vol. 12, No. 4, 357–365.

⁵ Kimerling, R. K. (2007). "The Veterans' Health Administration and Military Sexual Trauma." American Journal of Public Health, 2160-2166.

⁶ Berdahl, J. L. (2006). Workplace harassment: Double-jeopardy for minority women. Journal of Applied Psychology, 426–436.

⁷ Dionisi, A. M. (2014, July). Vicarious Exposure to Male Sexual Harassment: Correlates, Perceived Motives and Ethical Evaluations & Behavioral Responses. 154. Kingston, Ontario, Canada: Queen's University.

Assistance to the Chain of Command

Of the 204 members who contacted SMRC during the current reporting period, 65 were members of the chain of command who were either seeking information on available internal and external services, and/or looking for input on how to support their members who have approached them directly. This engagement is positive and seen as an enhanced interest on the part of the chain of command in seeking information and, in some cases, additional tools and resources to assist their members. In some situations, members of the chain of command have requested to speak with the MPLO for information regarding alleged sexual offences.

The SMRC provides a number of options for the chain of command. First, counsellors can provide them with information and guidance on how to respond to sexual trauma and offer the best possible support to members who come to them directly for assistance with inappropriate sexual behavior. They, in turn, are being supported by using the SMRC as a sounding board, and in a confidential manner. Members of the chain of command can also refer their members to SMRC for additional support. It is important to note that the SMRC will not, at any point in time, inform or confirm to a chain of command that a member has contacted the Centre. Everyone's privacy and confidentiality is respected at all times.

A few of the 65 members of the chain of command who contacted the SMRC provided general information about situations involving inappropriate sexual behavior that they have had to address. This was done in an effort to increase the understanding and awareness of inappropriate sexual behavior in the CAF. This feedback enhances SMRC's ability to capture issues and trends, and to inform the CAF on problem areas or best practices.

Key Accomplishments: What Has Been Done

Hours of Operation

During this reporting period, the SMRC expanded its hours of operation to 07:00 - 20:00 EST Monday to Friday EST to improve CAF members' access to SMRC services across the five time zones in Canada. CAF members deployed on operations internationally can access SMRC services by e-mails and through designated phone numbers available within their area and SMRC also accepts collect calls.

Supportive Counselling

During this reporting period, the SMRC has solidified the counselling framework in consultation with key partners including Canadian Forces Health Services. The impact of sexual trauma amongst other realities can make it extremely challenging for someone to know what to do, what questions to ask or who to trust. SMRC counsellors recognize the complexity of sexual trauma reactions and have the competencies to respond appropriately.

Individuals contacting the SMRC have direct access to bilingual, professional counsellors who are experienced in working with people affected by sexual trauma and possess a level of knowledge of the CAF. The fact that members can remain anonymous when they contact the SMRC has contributed to creating a safe environment. Counsellors' ability in establishing trust is evidenced by the number of individuals who were initially hesitant to provide information about themselves or their experiences and who, over time, sometimes days, sometimes weeks, make the decision to once again reach out to the SMRC for support.

The counsellors provide initial supportive counselling to currently serving members by phone or e-mail. Supportive counselling is defined in this context as confidential, active and empathetic listening, with the ability to assess for immediate needs and crisis intervention. The counsellors recognize the significance of validating emotions, and acknowledging individual strengths and coping strategies. The SMRC believes in the importance of individual empowerment through informed decision making.

Respecting members' decisions, regardless of what they chose to do at the time of the incident, what they choose to do now or in the future, and recognizing that the choices are theirs to make are integral to the client-centered approach used by SMRC counsellors. Members can contact the SMRC as many times as they need in order to meet individual support needs.

Facilitated Access

The confidentiality protocol allows individuals contacting the SMRC to receive the information, support, and validation needed to empower them to take the next step without triggering a formal report. For some, after being heard by another person for the first time, they are ready to respond to the information given and to access support services in their area and, for those who choose to do so, to make a formal complaint to the Military Police.

Some members identify barriers, discussed under the rubric *Issues and Trends*, which may preclude them from reaching out to the many services already available within the CAF. Supportive counselling has been instrumental in alleviating some of those barriers. SMRC has established points of contact with key internal service providers and with the member's consent, the counsellors can facilitate access through a live call transfer to the Military Police/Canadian Forces National Investigation Service, Canadian Forces Health Services, Canadian Forces Chaplains and Veterans Affairs Canada. The establishment of these partnerships are crucial to ensure that the SMRC is equipped to facilitate members' access to available services.

Military Police Liaison Officer

Managing waves of emotions while navigating issues involved in reporting an alleged sexual assault can be daunting. It can be particularly intimidating for members who have experienced such a traumatic incident in the very environment where they should feel the safest.

From its inception, the SMRC was assigned a Military Police Liaison Officer (MPLO) which formalized the partnership with the Military Police/Canadian Forces National

Investigation Service and provides a single point of contact for SMRC counsellors. The MPLO is trained in trauma informed policing and very experienced in conducting sexual assault investigations.

Some members request that counsellors provide assistance in accessing services. Individuals can choose to speak with the MPLO even anonymously via a live call transfer which, upon the member's request, can be facilitated by the counsellors. The MPLO readily answers questions on the investigation process, the military criminal justice process, individuals' rights as well as what can be expected if they choose to make a formal complaint. With the knowledge of available options and the formal complaint process, the SMRC and the MPLO help individuals to make informed decisions and have realistic expectations of potential outcomes and timelines.

The success of SMRC's partnership with the MPLO is largely the result of a shared commitment to work together in addressing barriers to CAF members reporting incidents of sexual misconduct. The benefits of this relationship for CAF members affected by sexual misconduct are demonstrated time and time again.

From 15 September to 31 December 2015, the SMRC facilitated access, with the member's consent, to the MPLO for 23 individuals which resulted in 6 police investigations during that reporting period.

From 1 January to 30 June 2016, 31 CAF members were provided with facilitated access to the MPLO which prompted 18 police investigations.

A total of 24 police investigations were launched as a result of SMRC's facilitated access – cases which otherwise may not have been reported.

Networks

The SMRC has also worked with other internal partners including the Canadian Forces Health Services and the Canadian Forces Chaplaincy Branch, to develop service protocols in order to establish reciprocal relationships and improve system navigation for members. In addition, the Centre reached out to external partners such as the Canadian Armed Forces Member Assistance Program (CFMAP), Family Information Line (FIL) and several sexual assault centres in various regions.

The SMRC continues to refine, expand and develop its inventory of resources and organizations that can provide immediate face-to-face assistance to victims of sexual assault and other inappropriate sexual behaviors. These services include regional rape crisis centres, emergency shelter services, hospitals that perform Sexual Assault Forensic Examinations (SAFE)⁸, among others. These partnerships and the regular updating of the inventory are critical to assisting CAF members.

⁸ A SAFE is a sexual assault forensic exam conducted by a specialized nurse or medical doctor to collect possible DNA and other physical evidence associated with a sexual assault and to provide important medical care.

Issues and Trends

Given the recent establishment of the SMRC and the implementation of a new case management system, it is premature to identify overall trends from the quantitative data captured over the past several months. That said, SMRC contacts with CAF members who have been affected by inappropriate sexual behaviour provide crucial awareness to enhance the provision of SMRC services as well as to contribute to the larger effort of the CAF to effect culture change and eliminate inappropriate sexual behaviour.

The enhanced understanding gained from direct interactions with CAF members and the professional background of the counsellors have allowed the SMRC to contribute to the development of CAF education and training content on inappropriate sexual behaviour. In addition, the following issues have been identified as part of informing CAF of inappropriate sexual behavior.

Barriers to Reporting and/or Seeking Care

From 1 January to 30 June 2016, nine different barriers to reporting and/or seeking care listed in Table 5 were identified by CAF members. Barriers were mentioned a total of 77 times. Some members may have mentioned more than one barrier at the time they contacted the SMRC.

These barriers may be actual and/or perceived and are as expressed at the time of the contact with the counsellors. Not everyone experiences barriers: some members contact the SMRC for additional support while pursuing their formal complaint and/or investigation or other services. The SMRC can provide important feedback on Operation HONOUR activities. An enhanced understanding of actual or perceived barriers to access services or to report an alleged sexual incident are crucial to institute culture change.

Table 5: Expressed Barriers

Barriers	Number of times mentioned
Do not know where to get help	23
Lack of trust in chain of command on this issue	17
Fear of career implications	12
Fear of retribution	11
Stigma	7
Fear of differential treatment	2
Distance to care	2
Concerns for the Perpetrator	2
Medical Decision	1
Total	77

Definitions
<i>Do not know where to get help:</i> Unaware as to who or how to access medical or psycho-social assistance and/or available recourses or complaint mechanisms.
<i>Lack of trust in chain of command on this issue:</i> Concerned that peers and chain of command are not or will not take their issues or complaint seriously.
<i>Fear of career implications:</i> Concerned that a complaint might limit their career progression or being labelled as an “administrative burden” and/or result in being posted or being left out of career advancement courses.
<i>Fear of retribution:</i> Concerned that the perpetrator, peers or chain of command will impose consequences coming forward, or not coming forward soon enough.
<i>Stigma:</i> Concerned that they will be seen as “the victim” or that they will be blamed for their experience.
<i>Fear of differential treatment:</i> Concerned that peers and chain of command are “tip-toeing” around them and/or will “over-react” to their issues or complaint.
<i>Distance to care:</i> Located where medical and/or psycho-social support are not readily available.
<i>Concerns for the Perpetrator:</i> Concerned with the wellbeing or career implications for the perpetrator.
<i>Medical Decision:</i> Concerned with being subject of medical employment limitations.

Harassment

Several challenges have been identified to the SMRC with the harassment complaint process (the mechanism available to report on allegations of sexual harassment) including a perceived lack of transparency, lack of timelines beyond the situational assessment, that timeline is not respected, and a shortage of trained and qualified staff or investigators to conduct a harassment investigation. These challenges have been identified by members who reported alleged sexual harassment as well as from members of the chain of command who, as responsible officers in policy, respond to such complaints. The policy clarifications and enhanced training by the CAF are expected to make improvements to both the handling of allegations and the outcomes for individuals affected.

In the March 2016, the Chief of the Defence Staff mandated the Vice Chief of the Defence Staff and the Chief of Military Personnel to work with SMRC on developing the

concept of a dedicated national subject matter expert for Sexual Harassment within SMRC. The SMRC is working in collaboration with CAF to define this role.

Observations

The definition of success and value of SMRC support services to CAF members affected by inappropriate sexual behavior is multi-faceted. Statistics represent one measure; however, limited data is available at this time and must be interpreted cautiously given that the SMRC is a new organization. The following observations reflect expressed challenges for CAF members affected by inappropriate sexual behavior and feedback provided during their interactions with the counsellors:

- After developing a relationship of trust, some individuals have conveyed that the counsellor is the first person to whom they have confided their experience. One member had never spoken of her experience to anyone in 20 years and, when she felt safe enough to speak to it, the raw emotions were as palpable as if the incident had happened the day before.
- Some members have voiced strong feelings of frustration and helplessness indicating that “no one was taking their concerns seriously”. They have expressed their thanks to the counsellors for being heard and having their emotions validated while for others, counsellors have noted a decrease in distress responses such as crying, elevated voice and rapid breathing/talking.
- Others have initially indicated being unsure if and/or how to proceed with their concerns of sexual misconduct. They subsequently expressed their appreciation to have been provided with guidance on the available options on which to move forward.
- Several members were steadfast in their reluctance to report an alleged sexual offence. After one or several interactions with the counsellor, they gained the required confidence and chose to share their experience with the MPLO.
- Members of the chain of command have stated that they are more knowledgeable of the harmful impact of inappropriate sexual behavior after their interaction with the counsellors and that they had been provided with additional tools to respond to such incidents.

SMRC Transition

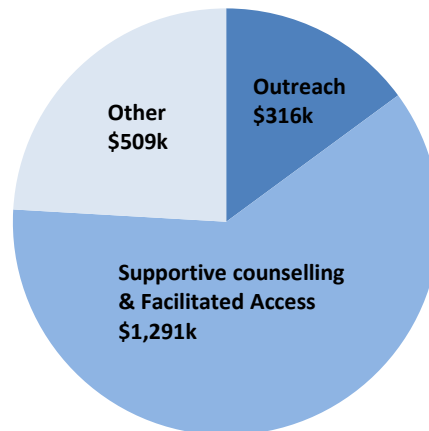
Over the past several months, SMRC leadership and staff have worked to transition the SMRC from the Vice Chief of the Defence Staff's (VCDS) administrative and financial authority to creating its own required administrative processes and authorities as a new organization reporting to the Deputy Minister. Setting up the administrative framework for an organization is demanding, and the SMRC is thankful for the assistance and ongoing support provided by the VCDS group as well as the staff from the Deputy Minister's Office.

Several administrative processes were established in order for the SMRC to comply with departmental and government of Canada policies. A Business Continuity Plan was drafted to ensure uninterrupted, continued service to CAF members should SMRC's

premises become inaccessible. In addition, counsellors were equipped with the necessary tools to conduct sensitive research typically restricted under the existing Defence Information Network.

SMRC staff's attention was simultaneously focused on meeting other pressing requirements in order to be delegated financial authorities. As of 1st April 2016, the SMRC has been allocated its first budget of \$2.1M.

Figure 3: SMRC Budget Allocation FY 2016/17



Organizational Model and Staffing

As a result of being stood up very quickly in September 2015, SMRC recruited staff and counsellors through short-term staffing options such as internal assignments and casual employment. SMRC is most appreciative of the collaboration from internal partners in providing key resources with the required skills and competencies to create this new organization. Within a few months of operations, the need to review and bring stability to the current organizational model also became a pressing priority. SMRC benefited from the knowledge and experience gained during these few months to better understand the needs of CAF members affected by inappropriate sexual behavior which, in turn, served to identify the competencies required for counsellors and to solidify its services.

During the current reporting period, the management team, assisted by Human Resources, invested considerable time and effort to identify key activities for all positions within SMRC. For certain positions such as communications and administrative or program support, SMRC was able to use collective work descriptions to proceed with deployments or appointments. Given the uniqueness of SMRC's services within CAF, DND and the larger Public Service, however, new work descriptions were created and classified for positions such as counsellor, senior counsellor and team leader.

In advance of extending its hours of operation, SMRC conducted an analysis of resource requirements and was successful in recruiting additional counsellors with the required competencies as well as other staff to assist through this transition. The SMRC has made tremendous progress in increasing and in stabilizing its staffing complement.

In this reporting period, SMRC has had 16 civilian staff and three military liaison officers who act as senior military liaison between the SMRC and the CAF.

The Military Liaison Team does not have access to any of the confidential information captured by SMRC counsellors.

Case Management System

Since its inception, the SMRC dedicated significant time and effort, in collaboration with a team from the Assistant Deputy Minister (Information Management), to the development of a more robust case management system. Given its rapid opening, the SMRC was using a rudimentary data collection tool. Although the system was in a protected environment, the utility of the tool was limited. An enhanced understanding of members' needs and the service delivery process were instrumental in the collection and development of a new case management system. The information available through the new system will provide information on trends that will be invaluable to the CAF. The new system has been operational since 12 May 2016.

Governance

During this six-month reporting period, the SMRC solidified several key elements of governance. The decision-making authority for the SMRC, an organization separate from the CAF and within the Department of National Defence, is the Deputy Minister. That said, the Deputy Minister must exercise that authority with the best information and with the assurance that all relevant options have been considered and that stakeholders have been consulted and are in agreement. Accordingly, the SMRC must have formal mechanisms in place to ensure consultations have taken place and that its services and operational model meet organizational needs. Strong governance will ensure the SMRC can be responsive to the needs of the CAF as an effective victim-support organization, and align its services with leading practices in the field.

The SMRC will receive guidance, which will figure largely in recommendations to the Deputy Minister, from two separate bodies. The first, which is internal, is the Canadian Forces Personnel Management Council (CFPMC) which provides senior leadership review and advice on issues and plans affecting the management of military personnel. As the Centre is mandated to serve CAF members, the CFPMC will provide situational awareness on CAF personnel issues and trends, and advice related to the ongoing development and implementation of future plans. While separate from the CAF, the SMRC must be responsive to the needs of its members. The Deputy Minister and Chief of the Defence Staff agreed that the CFPMC is well suited to ensure SMRC provides services that meet CAF's needs.

The second body is a planned External Advisory Council which will be comprised of a group of recognized experts in sexual misconduct. Experts will be chosen who occupy positions in academia, victim services or represent other uniformed agencies. The External Advisory Council will provide guidance to the SMRC and advice to the Deputy

Minister on leading practices in victim support and sexual misconduct over the course of the next year.

Promotion and Outreach

SMRC has a unique mandate of providing support to CAF members affected by sexual misconduct. A sound understanding as to what SMRC has to offer to CAF members is instrumental to individuals reaching out for services designed to meet their needs.

Promotion

While infographics and content were developed for the web and social media, SMRC recognized the need to expand its awareness more widely across CAF. Due to the sensitivity of the issue, the vast territory across which members work and reside, and the fact that formations and units spend a fair amount of time in the field on exercises, SMRC used posters and post cards as more traditional means of communications. To that effect, this spring the Centre designed and distributed approximately 6000 post cards across Canada.



Base Visits and Briefings

In May and June 2016, SMRC personnel conducted several townhalls and briefings as indicated in the table below.

Date	Location	Base Visits and Briefings
9 March	Ottawa, ON	VCDS Chief Warrant Officers Symposium
5-6 May	Edmonton, AB	CFB Edmonton Visit – Townhall (All Ranks)
		CFB Edmonton Visit – 3 Canadian Division Council
11 May	Ottawa, ON	CAF chaplains and others in the helping professions
11-13 May	Petawawa, ON	CFB Petawawa Visit – Townhall (All Ranks)
		CFB Petawawa Visit – Briefing to Commanders
16-17 May	Kingston, ON	CFB Kingston Visit – Townhall (All Ranks)
		CFB Kingston Visit – Briefing to Commanders
24-26 May	Gagetown, NB	CFB Gagetown Visit – Townhall (All Ranks)
		CFB Gagetown Visit – Briefing to Commanders
30-31 May	Montreal, QC	CFB Montreal Visit – Townhall (All Ranks)
		CFB Montreal Visit – Briefing to Commanders
30-31 May	Valcartier, QC	CFB Valcartier Visit – Townhall (All Ranks)
		CFB Valcartier Visit – Briefing to Commanders

These briefings allowed SMRC to engage directly with over 3500 CAF members and Command teams to raise awareness of the Centre and its services, and receive valuable feedback to inform its future plans. The in-person interactions with CAF members have proven to be beneficial in educating, dispelling myths on certain aspects of sexual misconduct and managing expectations regarding services offered. Just as these sessions are important for members to understand the services of SMRC, the SMRC also receives valuable feedback from directly interacting with members in both formal and informal settings.

Future Initiatives and Critical Considerations

Focus on the Evolving Operational Model

The SMRC is committed to reaching its final operating model by July 2017. As such, the final half of 2016 will be critical for the continued planning, development and implementation of a mature service model. The SMRC opened quickly and progress has been made in stabilizing the organization with the staffing of qualified counsellors. Further consultation and review is required to ensure it provides the full range of services to meet the needs of CAF members.

The SMRC will undertake two initiatives over the next reporting period. First, SMRC will spearhead a working group designed to fully develop and explore the way ahead on key elements of its service delivery model. The SMRC will then use its new governance bodies, the internally focussed CFPMC and the new External Advisory Council to obtain advice and guidance on evolving its operational model and on leading practices to implement in the Centre. These resulting recommendations and the associated financial and resource implications will be brought to the Deputy Minister for decision.

The following are some key elements that will be subject of future considerations and consultation.

Mandated Services

Given the issues identified with the harassment complaint process in the CAF, the SMRC will establish expertise on the issue of sexual harassment. Still at the early stages of conceptualization, this unit will be a dedicated resource for potential complainants as well as members of the chain of command to discuss available options, provide advice and assistance as well as track progress.

Operational Model

The SMRC will assess the operational impact of providing increased hours of operation beyond its current schedule (07:00 am to 20:00 EST) and consider expanding the SMRC clientele as well as the feasibility of decentralized SMRC points of service. All of these elements will be explored and further refined by a working group.

By the end of August 2016, the organization will move to a new location that will give SMRC a larger space and provide a more separate and restricted operational zone for the counsellors. This will allow the SMRC military liaison team to be housed in the Centre as it will ensure that they are separated physically and functionally from the civilian counsellors providing confidential services.

Overall Communications and Outreach Strategy

The SMRC will continue to broaden its outreach efforts. To be effective, members of the Canadian Armed Forces, wherever they work – on bases, on domestic or overseas operations, in reserve units – and in all environments, must know how to access SMRC should they need its services. Likewise, the chain of command needs to be aware of the services and have sufficient trust both to direct their members to SMRC if required

and to obtain guidance themselves, should they need it in dealing with a situation under their command. To achieve these results, the SMRC will be making concerted efforts to visit additional locations across Canada to conduct town halls with CAF members and briefings to as many command teams as possible.

The number one communication challenge for SMRC is awareness: awareness of the Centre, of its availability to CAF members, the expertise of its professional staff and their network of internal and external services and partners. Townhalls at Bases/Wings allow direct exchanges with CAF members and prove to be efficient in achieving the aim of raising awareness. The SMRC will work with the CAF on resuming its visits and briefings to members at various locations across the country in the fall of 2016. The SMRC will make itself more visible to its internal and external audiences by further developing short and long-term strategies that will focus on printed products, web presence, including social media as well as outreach.

Performance Reporting

Performance reporting is critical to determine and evaluate milestones for SMRC, provide updates on progress and realign efforts as necessary. This capability will be enhanced by the new case management system. The SMRC will continue to report on a semi-annual basis as it reaches maturity.

Conclusion

The creation of the SMRC is in response to a central recommendation of the Deschamps Report. One of its vital features is that it is positioned outside of the military chain of command, providing victims with a unique confidential sounding board when they are dealing with issues of inappropriate sexual behavior. Indeed, the SMRC allows CAF members to reach out for information or support without automatically triggering formal reporting. Confidentiality and safeguarding personal information for members is fundamental to SMRC and will remain at the forefront of its initiatives as it progresses towards its final operational model.

The SMRC continually strives to improve the quality of responses, ease of access and level of support offered and provided to Canadian Armed Forces members. In addition, this new organization remains committed to work with CAF partners as other components of Operation HONOUR move forward and providing insight from the issues and trends encountered in day to day interactions with individuals affected by inappropriate sexual behaviour. Significant stability has been achieved from an organizational structure and service delivery perspective; the focus will now be to ensure that it provides the range of services needed and has an implementation plan to deliver them.

Sexual Misconduct Response Centre

Monday to Friday

0700-2000 (EST)

1-844-750-1648 (North America)

613-996-3900 (collect calls)

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