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SEXUAL MISCONDUCT **Response Centre**

(SMRC)



ANNUAL REPORT **2016-2017**

Operation
HONOUR

Canada 

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COVERING LETTER TO THE DEPUTY MINISTER

July 31, 2017

Mr. John Forster
Deputy Minister of National Defence
National Defence Headquarters
Major-General George R. Pearkes Building
101 Colonel By Drive
Ottawa, Ontario
K1A 0K2

Dear Mr. Forster,

I am delighted to have been appointed to the position of Executive Director and to have the honour of submitting the Sexual Misconduct Response Centre's first Annual Report for the 2016-2017 fiscal year. Since standing up in September 2015 the Centre has strived to become a trusted avenue for members affected by harmful and inappropriate sexual behaviour to receive confidential support in order to make informed choices about optional courses of action in their individual circumstances.

We are proud of the services that we have been able to provide in these early days of the Centre, the relationships we have built, and the progress made to date. We look forward to further strengthening and enhancing our capacity.

To that end, this report details our activities and operations from April 1, 2016 to March 31, 2017.

Yours sincerely,



Dr. Denise Preston, C. Psych
Executive Director
Sexual Misconduct Response Centre

The Sexual Misconduct Response Centre (SMRC) was established in September 2015 in response to the recognition by the Canadian Armed Forces (CAF) that there was a need to better support and facilitate access to services for members who have been affected by harmful and inappropriate sexual behavior.

The SMRC operates as part of the Department of National Defence under the authority of the Deputy Minister of National Defence. Independent from the chain of command, the Centre provides CAF members who have experienced or been affected by harmful and inappropriate sexual behaviour with confidential support, information and facilitated access to services.

The mission of the Centre is three-fold:

Provision of Support

The SMRC provides confidential supportive counselling by telephone or email to CAF members. Its goal is short term and is focused on active listening, identification of options, provision of information on resources, and facilitated access to services provided by the vast network of internal and external resources (see insert).

The Centre's focus is exclusively on harmful and inappropriate sexual behaviour and provides members with the option of anonymity and confidentiality without the requirement to report to the chain of command or the Military Police.

Supportive Counselling includes:

- Active and empathic listening;
- Verifying immediate safety;
- Assisting with identifying and communicating needs;
- Validating emotions;
- Acknowledging barriers, recognizing strengths and respecting coping strategies;
- Providing information on available resources, formal reporting options and complaint mechanisms; and
- Facilitating access to resources.

There is no triage or prioritizing of calls received to ensure that support is as direct and immediate as possible. At the same time, the bilingual counsellors endeavor to ensure continuity of contact with the same counsellor if multiple calls and contacts are made.

Members of the chain of command also reach out to the SMRC either seeking information on available resources, and/or looking for assistance on how best to support members who have approached them directly.

The SMRC greatly benefits from the Military Liaison Team which forms an integrated part of the SMRC service delivery model. The team may respond directly to inquiries related to military processes and policies or provide access to the military police when such contacts are requested by affected members or the chain of command.

Advisory Role to the DND/CAF

In addition to supporting members who have experienced or have been affected by harmful and inappropriate sexual behaviour, as well as members of the chain of command who seek guidance on how to deal with specific situations, the SMRC provides information to the CAF on trends based on aggregate data gleaned from interactions with CAF members. The longer the SMRC has been operational, the deeper the knowledge base on barriers and systemic issues faced by members. As a result,

the Centre is better able to support individual members and to advise the CAF on any trends in an effort to assist in promoting the necessary culture change. The SMRC also provides input into training packages and policies developed by the CAF.

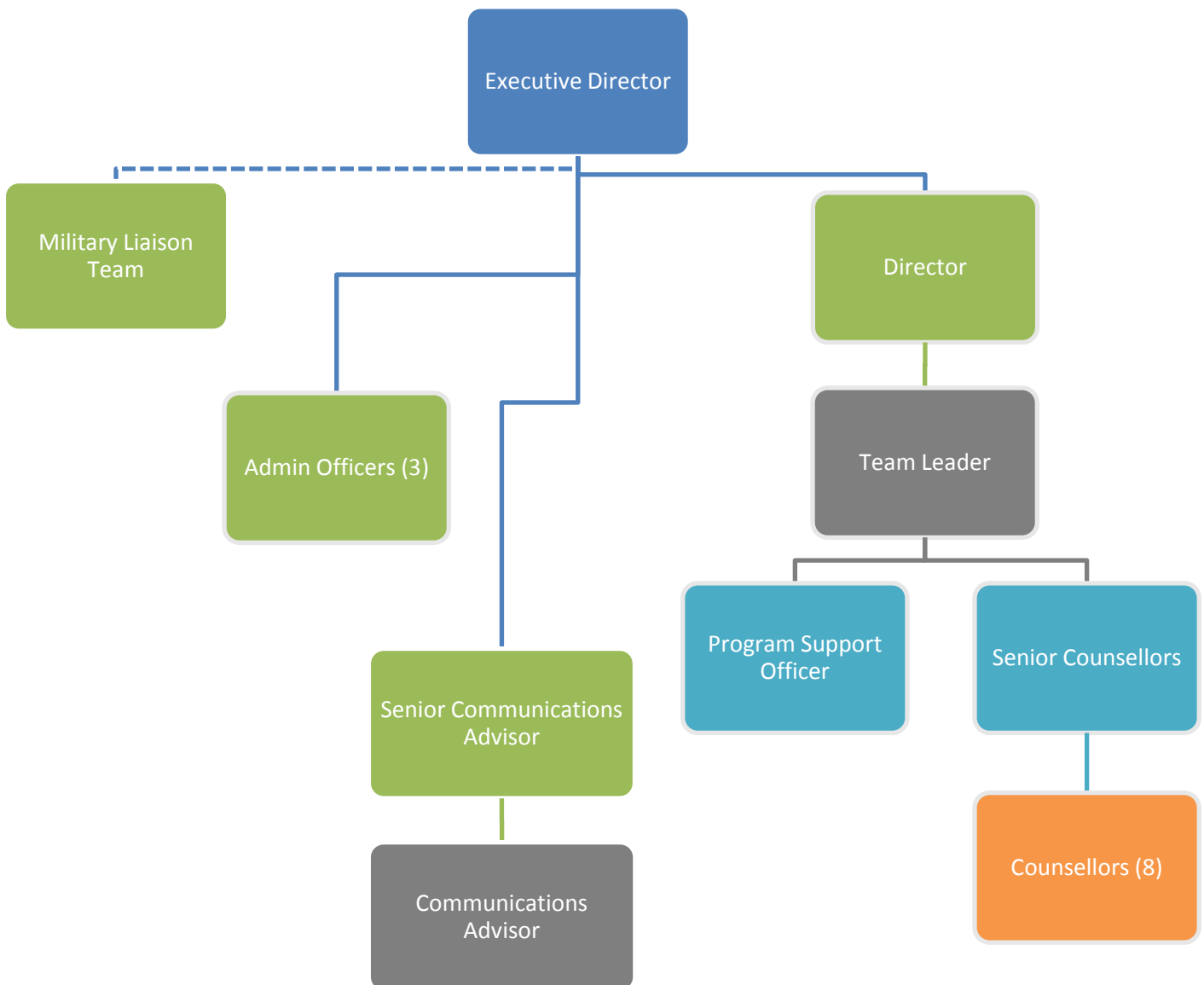
Mandate and Service Promotion

Lastly, the SMRC is mandated to promote its services in an effort to inform and encourage members to come forward and seek services that best meet their needs.

ORGANIZATIONAL CHART

During this fiscal year, the SMRC evolved towards an organization as shown in Figure 1:

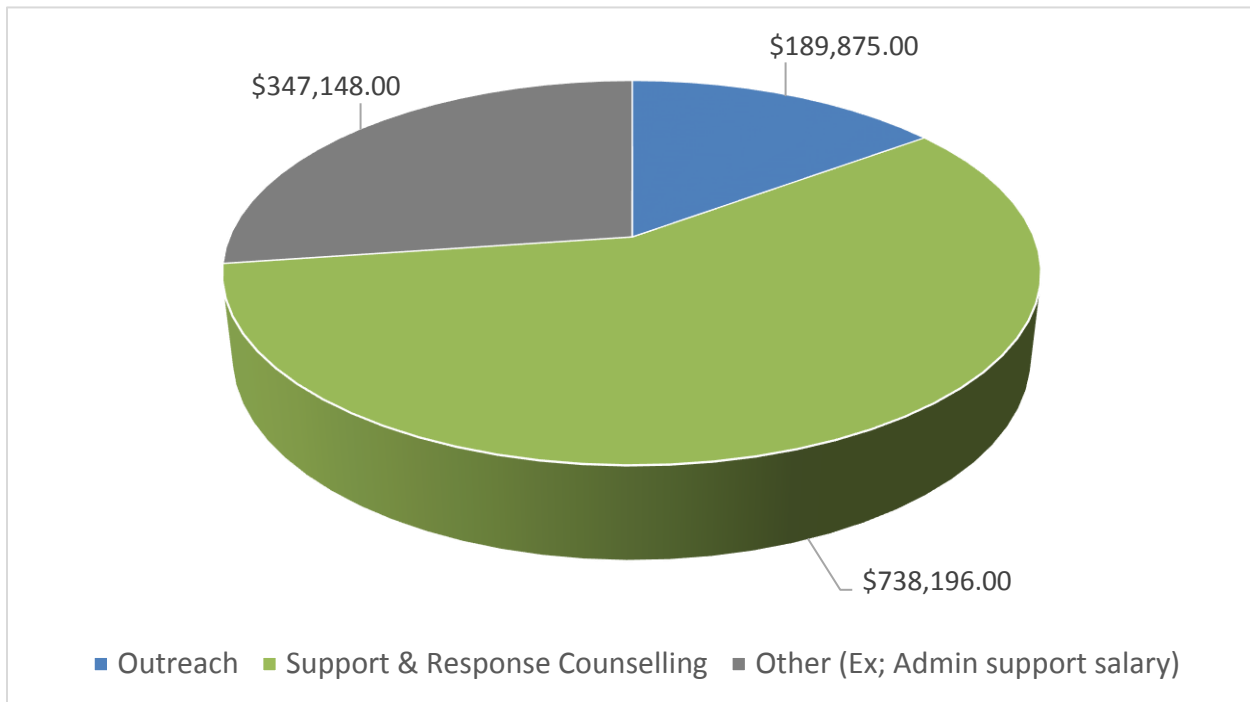
FIGURE 1: SMRC ORGANIZATIONAL CHART



FINANCIAL MANAGEMENT

The SMRC was allocated and assumed full management of its \$2.2 million budget in April 2016. Given that the SMRC was in start-up mode in 2016-2017, the overall expenditures of the SMRC were \$1.28 million with the bulk of this in the Response and Support Counselling service. (See Figure 2)

FIGURE 2: SMRC ACTUAL EXPENDITURES FISCAL YEAR 2016-2017



GOVERNANCE

The SMRC Executive Director reports to the Deputy Minister and they meet regularly to discuss plans, results and developments of the SMRC. The SMRC receives guidance from the Canadian Forces Personnel Management Committee and has had the opportunity to speak with the Chief of the Defence Staff on his views of the services the SMRC provides.

Also during this period, the SMRC initiated work with the Canadian Armed Forces Strategic Response Team- Sexual Misconduct (CSRT-SM) on establishing terms of reference for an External Advisory Council to provide advice to both the CAF and the SMRC on addressing harmful and inappropriate sexual behaviour.

OPERATIONAL ACTIVITIES

STATISTICAL OUTCOMES

The SMRC tracks in aggregate the contacts received in order to assess and communicate trends and issues. The implementation of an enhanced Case Management System in fiscal year 2016-2017 increased SMRC’s capacity to analyze and report on the data. That said given the relatively small sample size at this time, only descriptive statistics are represented in this report and inferences are made with caution.

Given that individuals contacting the SMRC may choose to remain anonymous, a small number of individuals may be counted more than once in the reported statistics.

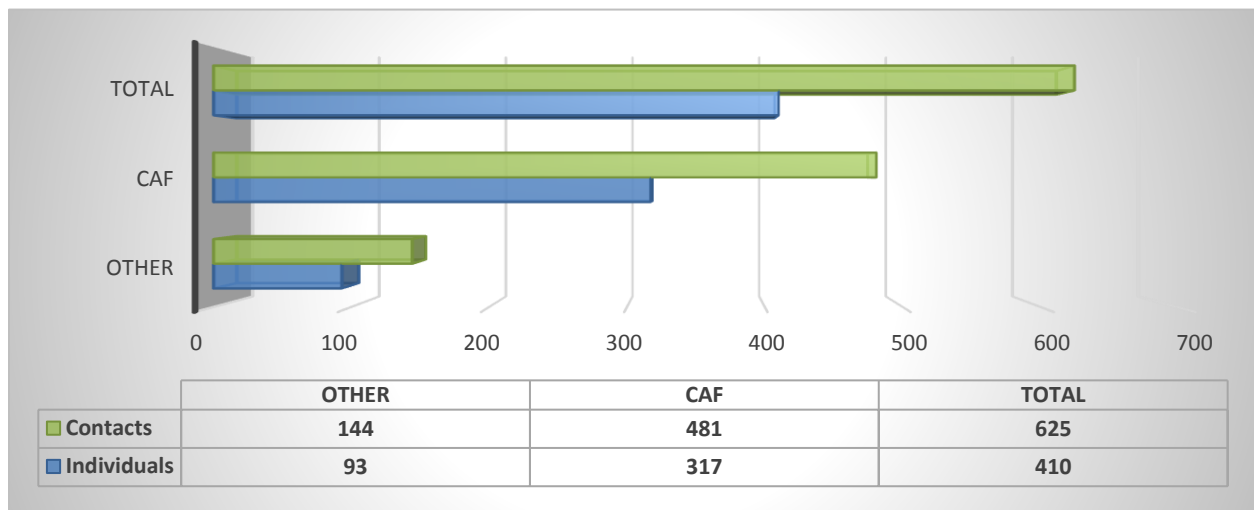
The Centre received a total of 625 contacts across 410 individuals indicating multiple contacts with some individuals. Figure 3 depicts the number of individuals and contacts.

WHO IS CONTACTING US?

During the past fiscal year, a total of 410 individuals contacted the SMRC; 317 (77%) were serving CAF members and 93 (23%) were other individuals comprised of former CAF members, Department of National Defence (DND) civilian employees, Non-Public Funds (NPF) employees, and other civilians.

While the SMRC mandate is to respond to harmful and inappropriate sexual behaviour experienced by currently serving CAF members, almost 1/4 of contacts were from other clients, as described above. This speaks to the potential need for the SMRC to review its mandate and client base (see *Looking Towards the Future*).

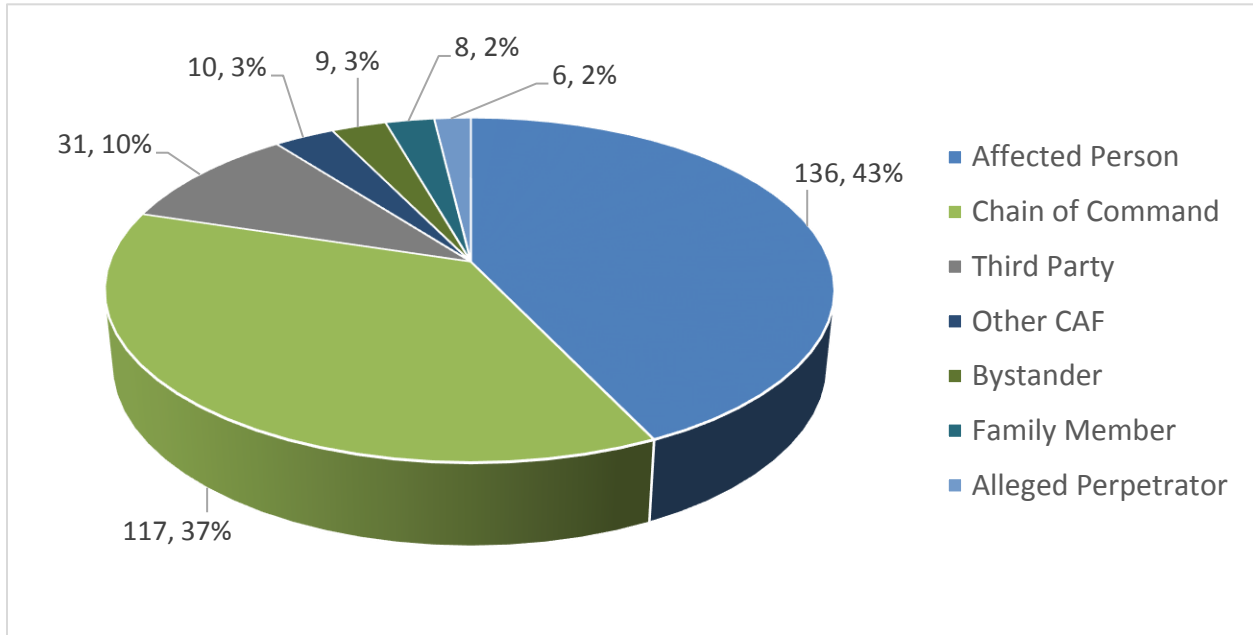
FIGURE 3: NUMBER OF INDIVIDUALS AND CONTACTS WITH THE SMRC FOR FISCAL YEAR 2016-2017



Contacts: An interaction between an individual and a SMRC counsellor.
 Individuals: Persons who communicate with the SMRC by telephone or e-mail.

Figure 4 depicts the profile of the 317 CAF members who self-identified when contacting the SMRC; 136 (43%) were CAF members who reported being directly affected by a particular situation. Of the 136, 100 were directly affected by harmful and inappropriate sexual behaviour. In addition, 117 (37%) were members of the chain of command, and 31 (10%) were third party individuals.

FIGURE 4: CAF CLIENT PROFILE FOR FISCAL YEAR 2016-2017



Affected Person - Individual directly affected by a particular situation
Chain of Command- Individual in a position of responsibility for subordinates/ represents the chain of command
Bystander- Individual physically present or overheard the concerning situation
Third Party- Individual does not have first-hand knowledge but knows of a situation
Family Member- Individual related to the affected person
Alleged Perpetrator- Individual accused of harmful and inappropriate sexual behaviour
Other- Individual not fitting any previous category

Figure 5 depicts the profile of the 93 other individuals; 44 (47%) reported being directly affected by a particular situation (ex: former members, DND employees), 29 (31%) were third party, and 11 (12%) were other.

FIGURE 5: OTHER CLIENT PROFILE FOR FISCAL YEAR 2016-2017

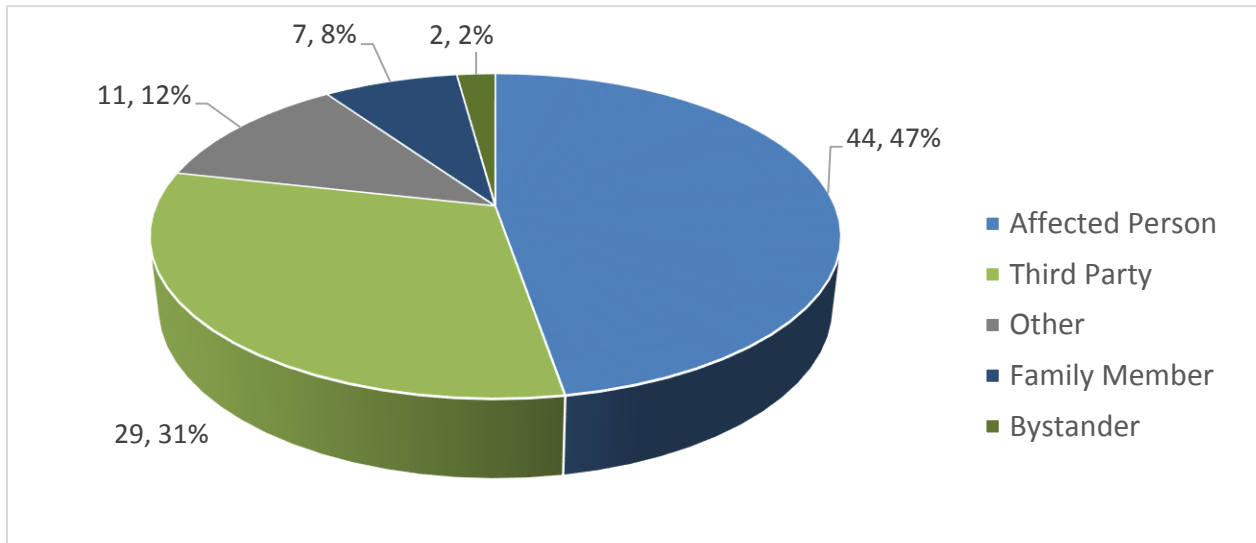


Figure 6 depicts the rank of CAF members who self-identified when they contacted the SMRC. As indicated, Junior and Senior Non-Commissioned Members represented 48% (47 individuals) of those who contacted the SMRC, with Junior Officers representing 13% (13 individuals). 36% (35 individuals) did not identify their rank.

FIGURE 6: RANK OF CAF MEMBERS WHO CONTACTED THE SMRC FISCAL YEAR 2016-2017

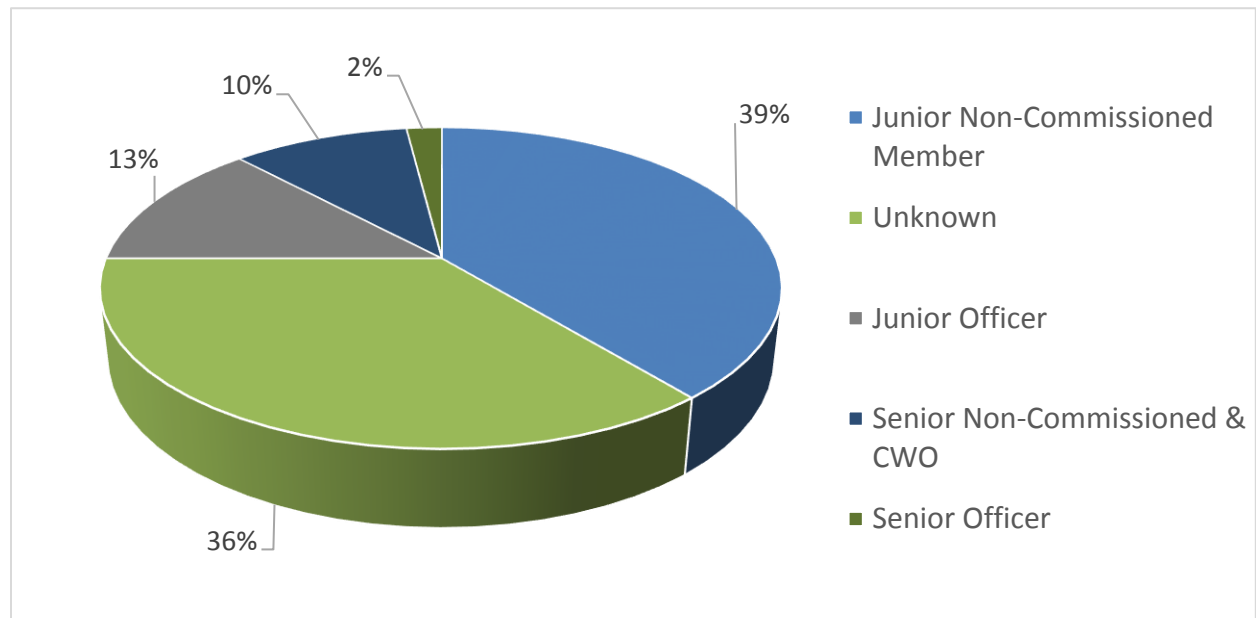
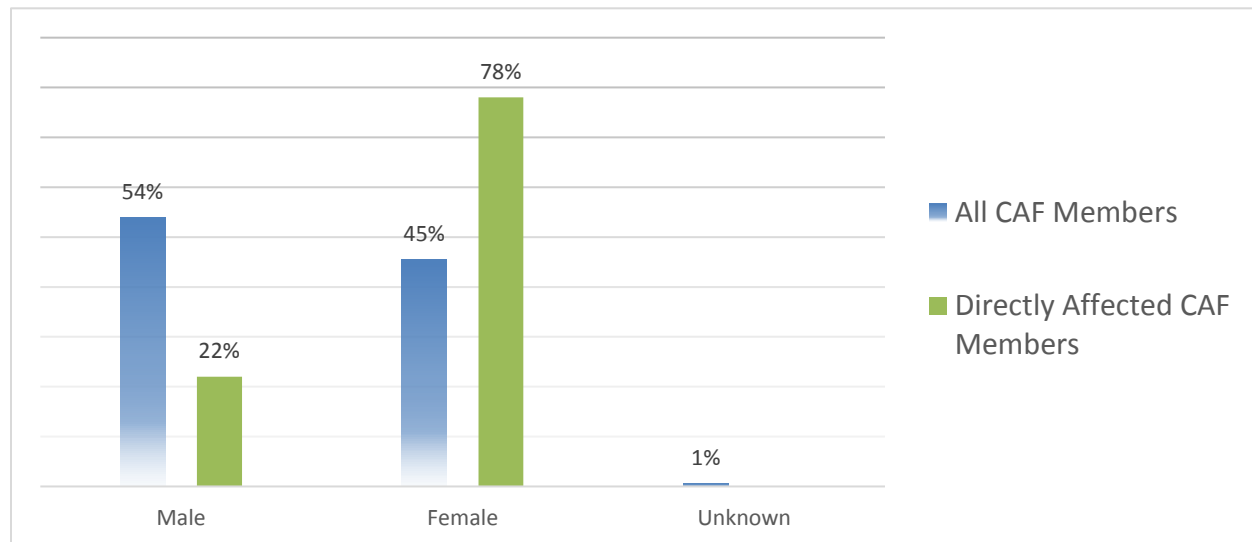


Figure 7 indicates the gender distribution of the 317 CAF Members who self-identified when they contacted the SMRC; 171 (54%) of all CAF individuals were male and 144 (45%) were female. Of the 100 individuals directly affected by harmful and inappropriate sexual behaviour 78% were female and 22% were male.

FIGURE 7: GENDER DISTRIBUTION OF CAF MEMBERS CONTACTING THE SMRC FOR FISCAL YEAR 2016-2017



WHAT ARE THEY CALLING ABOUT?

Figure 8 depicts the reasons why individuals contacted the SMRC. Of the 481 interactions with CAF Members, there were 336 overall reasons for contacts. Of those, 86 (26%) were for support related to an incident of Sexual Assault, 74 (22%) to Inappropriate Sexual Behaviour and 65 (19%) to Sexual Harassment (see *Glossary of Terms* for definitions used by the SMRC).

The trend is similar for other clients; of the 144 interactions with other clients, there were 102 overall reasons for contacts. Of those, 32 (31%) were for support related to an incident of Sexual Assault and 19 (19%) to Sexual Harassment.

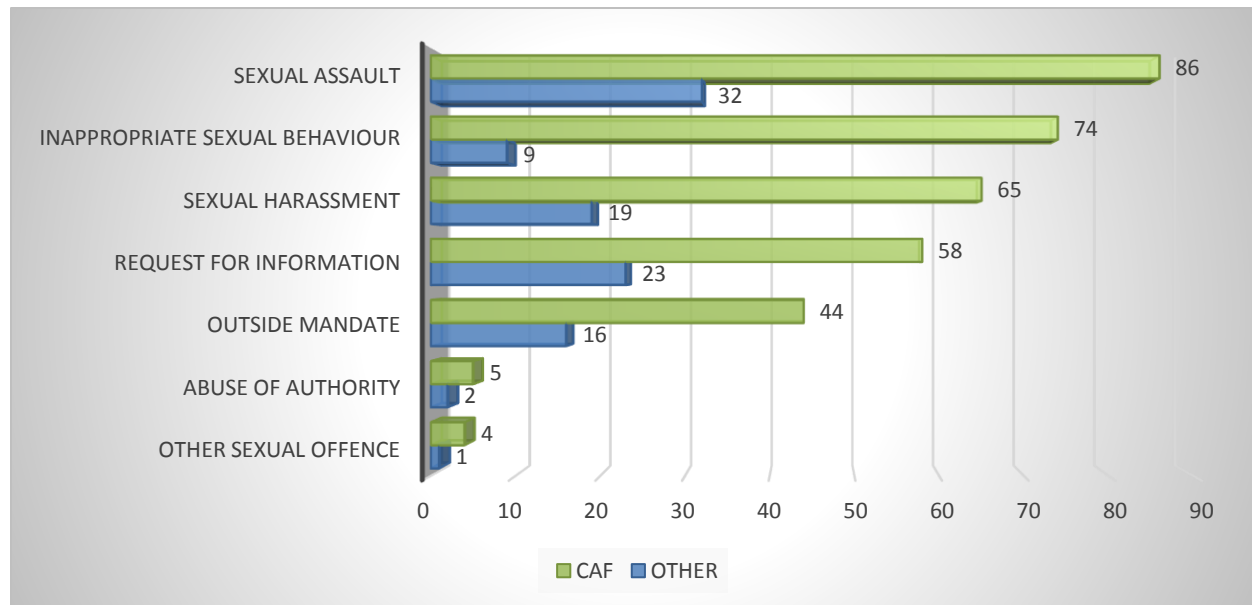
A significant number of contacts were a first step in gathering information. These calls sometimes resulted in follow-up contacts from

individuals directly affected as well as members of the chain of command.

Members of the chain of command represented 37% of individuals contacting the SMRC. They sought information on how best to support their members, to confirm their approach or seek guidance from the Military Liaison team.

Per Figure 8, a number of contacts were related to Abuse of Authority, other Sexual Offences, or were considered outside the SMRC's mandate in that they may have involved issues related to non-sexual misconduct or civilian issues unrelated to the CAF. With these contacts, civilian and CAF options (pertinent to the situation) were provided to the clients to address their various areas of enquiry.

FIGURE 8: REASONS INDIVIDUALS CONTACTED THE SMRC IN FISCAL YEAR 2016-2017



SERVICE TO CLIENTS WHO HAVE PREVIOUSLY REPORTED THEIR EXPERIENCES

Of the 317 CAF members who contacted the SMRC, 100 (32%) individuals indicated that the incident had been reported previously. Of the 93 other clients, 27 (29%) individuals indicated they had previously reported their experience of harmful and inappropriate sexual behaviour.

These statistics demonstrate that the SMRC is not only a service that helps break the barriers on reporting mechanisms, but also serves to provide support to individuals after they have reported.

WHAT ARE THE EFFECTS OF COOPERATION WITH THE MILITARY LIAISON TEAM?

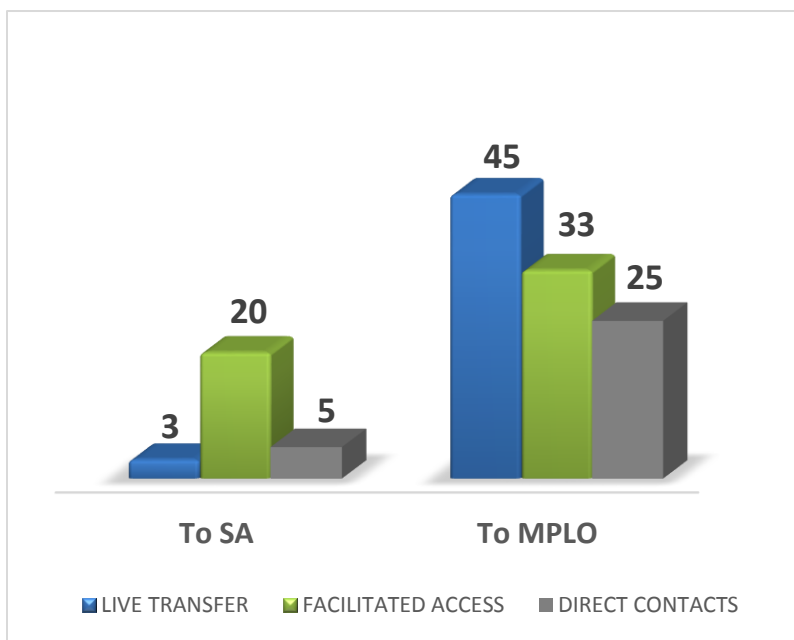
Conceived originally as advisors to the SMRC, the Military Liaison (ML) team role has evolved. The three member team, which consists of a military police liaison officer (MPLO), a CAF special advisor (SA) and a liaison officer, has become an integral part of the SMRC service delivery model responding directly to affected members and the chain of command when such contacts are requested. Of the 317 CAF members who contacted the SMRC, 78 (25%) sought contact with the MPLO and 23 (7%) with the CAF SA as depicted in Figure 9 below.

Also included in Figure 9 are the number of direct contacts the MPLO and SA have received apart from those facilitated by the SMRC counsellors. As reported by the ML team, the majority of these direct calls; 5 to the SA and 25 to the MPLO, were as a result of word-of-mouth from affected persons.

The evolution of the role of the ML team has been driven by a demand for greater understanding and awareness of harmful and inappropriate sexual behaviour. Members of the chain of command and CAF members have sought information from the ML team pertaining to one of four categories: systemic, procedural, Operation HONOUR or criminal issues. Mechanisms to inform the CAF of the information being sought are in the development process.

One-third of CAF clients took the step to discuss ramifications of harmful and inappropriate sexual behaviour with the ML team. The importance of this cannot be overstated. CAF members, through discussion with and by receiving support from the SMRC Counsellors, are choosing to seek guidance from and have the opportunity to report sexual misconduct through the partnership with the ML team.

FIGURE 9: INDIVIDUALS ACCESSING THE MILITARY LIAISON TEAM FOR FISCAL YEAR 2016-2017



Live Transfers: When an SMRC Counsellor successfully and immediately connects an individual with the SA/ MPLO

Facilitated Access: When an SMRC Counsellor provides the SA/MPLO contact information to the individual or the individual’s contact information to the SA/MPLO

Direct Contacts: Individuals who contact the SA/MPLO directly

While this report covers a 12-month reporting period, the use of the CAF SA began in August 2016; 4 months into the fiscal year.

DEVELOPMENTS AT SMRC

In fiscal year 2016-2017, the SMRC made several advances in an effort to better meet client needs. These included strengthening tracking and analytical capabilities through the development and implementation of a comprehensive Case Management System, expanding the hours of operation to meet the needs of CAF members posted across Canada, moving premises, gearing up for the provision of services 24/7, stabilizing the organization through a number of indeterminate appointments, as well as the development of standard training and orientation processes for new counsellors. Lastly, a way forward was determined regarding the development of a sexual harassment subject matter capability.

STRENGTHENING ANALYTICAL CAPACITY – THE CASE MANAGEMENT SYSTEM (CMS)

A new CMS was developed and implemented in May 2016. The CMS was established first and foremost to ensure continuity of service to CAF members by the SMRC. Each interaction with a client is entered into the CMS by Counsellors, in a standardized format. Quality Assurance is completed to ensure the integrity and consistency of the information recorded. The CMS is also used to gather and analyze trends and issues that are reflected through the contacts received. Statistics are generated as needed and on a monthly basis in order to inform the CAF in aggregate of these issues and trends. The CMS system has undergone several upgrades to improve its capacity to serve analytical purposes.

In recognition of the SMRC team's initiative to enhance the capacity, capability and effectiveness of the CMS, in September 2016, the Centre was awarded the NOVA Award for excellence in technical and administrative performance.

EXPANDING HOURS

In May 2016 the SMRC expanded hours of operation from 07h00-17h00 to 07h00-20h00, Monday-Friday. The intent was to provide CAF members across Canada access to a Counsellor during their business day regardless of their location. During silent hours (weeknights 20h00-07h00, weekends and statutory holidays), callers were invited to leave a voicemail with the promise of a return call within one business day. This standard was consistently met.

NEW PREMISES

In August 2016 the SMRC moved from its start-up premises to a larger space in order to accommodate a growing team. The new space provides a protected corridor for the Response and Support team that is separated from the executive, public affairs and military liaison team. The environment allows for absolute confidentiality as Counselling staff speak with callers and provide services by email. Each Counsellor has a private office space.

GEARING UP FOR 24/7 SERVICES

A priority for the SMRC in 2016-2017 was preparing to launch its services on a 24/7 basis. An operational model was developed that met the needs of serving CAF members as well as the conditions of employment of SMRC staff. As a result of this planned expansion, the SMRC hired more Counsellors to cover the expanded hours. In addition, various technological solutions were considered to ensure a seamless service. Efforts to achieve a final operating model continue as progress is made towards offering comprehensive 24/7 services. This capacity is anticipated to be operational during the summer of 2017.

STABILIZING THE ORGANIZATION

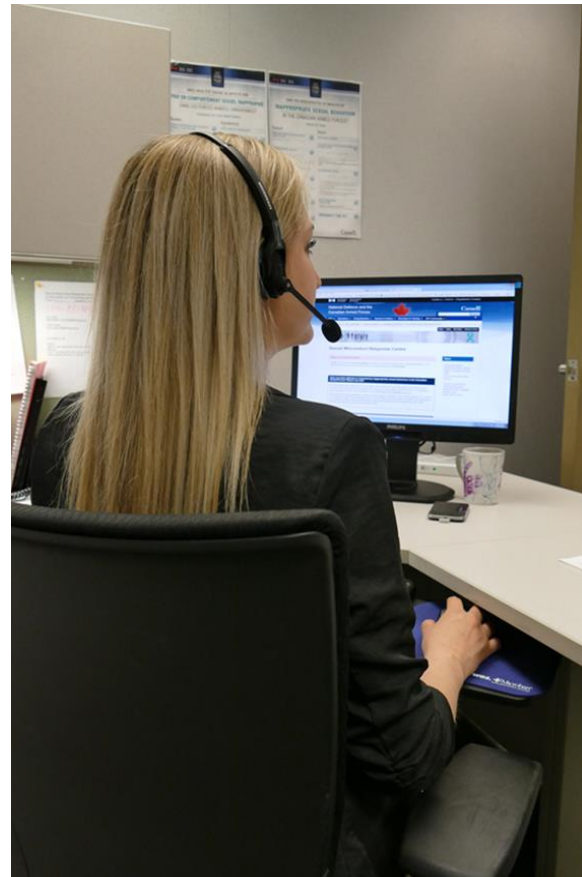
In fiscal year 2016-2017, the SMRC placed considerable effort on human resource management. As a result of being stood up quickly, resources were borrowed from other organizations or were temporary in nature. Following this rapid launch an organizational structure was established, positions were classified and permanent staffing has taken place.

MANDATORY TRAINING AND PROFESSIONAL DEVELOPMENT FOR COUNSELLORS

All Counsellors have a university degree related to social work, mental health or counselling services. The Senior Counsellors are all Master of Social Work graduates with membership in a governing body. Beyond their academic credentials, standardized training was implemented to ensure Counsellors had consistent orientation to the SMRC. Each Counsellor was provided with the following training: Applied Suicide Intervention Skills Training (ASIST), Men &

Healing, Case Management System Training and a standardized orientation to the SMRC and its services. In addition, at present most of the counsellors have experience working with CAF members and the ML team is key to advising the counsellors on matters of military process and culture.

The SMRC also put emphasis on the professional development of its Counsellors in the past year. Throughout this time Counsellors engaged in many relevant training activities and webinars to enhance their supportive counselling skills and their knowledge of the effects of harmful inappropriate sexual behaviors to better support members accessing the SMRC.



SMRC Counsellor

HARASSMENT SUBJECT MATTER EXPERT

Per the SMRC Status Report to the Deputy Minister of National Defence (1 January-30 June 2016) ¹, the SMRC has worked in collaboration with the CAF to define and develop the concept of a dedicated national subject matter expert for Sexual Harassment.

The CAF is implementing the Integrated Conflict and Complaint Management (IC2M)

program in order to assist CAF members and the chain of command in submitting, tracking and resolving complaints. This combines Alternative Dispute Resolution, the grievance, harassment and human rights complaint processes².

Given this new program, discussions are underway to determine whether the subject matter expert capability would best reside within IC2M.

STRATEGIC ACTIVITIES

KEEPING THE CAF INFORMED - ENGAGEMENTS WITH CAF LEADERSHIP

Given that the SMRC's mandate is to support CAF members who have experienced or been affected by harmful and inappropriate sexual behaviour, it is essential that the SMRC is aligned with CAF expectations and that it communicates regularly with key stakeholders.

MONTHLY REPORTS

The SMRC sends monthly reports to the DM and to the CAF leadership on the numbers of CAF members served and the nature of the contacts that are received. This information is vital to the CAF in tracking progress, trends, issues and developments in Operation HONOUR.

plans of the SMRC as well as on systemic issues emerging from the data.

This ensures that the various CAF environments are aware of the evolution of the SMRC and can provide advice as various services are developed. For example, in January 2017, the SMRC presented its approach to extend its hours to 24/7 including information on the counsellors to be hired, the technology to be implemented, and the intent to conduct 6 and 12 month post-implementation assessments. The Committee endorsed these plans.

ENGAGING CANADIAN FORCES PERSONNEL MANAGEMENT COMMITTEE (CFPMC)

This fiscal year, SMRC started briefing the Canadian Armed Forces Personnel Management Committee on activities and

¹ Sexual Misconduct Response Centre - Status Report, 1 January-30 June 2016

<http://www.forces.gc.ca/en/caf-community-support-services/smr-status-report-1jan-30jun-2016.page>

²<https://www.canada.ca/en/government/publicservice/benefitsmilitary/conflict-misconduct/ic2m.html>

CDS OPERATIONS BRIEF

The Executive Director presented an overview of aggregated information on the calls and contacts that the SMRC has received at a CDS Operations brief. The SMRC received positive feedback on the importance of the role of the SMRC in providing a confidential service to CAF members impacted by harmful and inappropriate sexual behavior, and to the chain of command.

WORKING WITH THE CAF ON IMPROVING SERVICES TO MEMBERS

The SMRC and the CSRT-SM collaborate on a number of initiatives. Although both organizations fulfil different roles and have different responsibilities and mandates as they relate to Operation HONOUR, a deliberate cycle of feedback between the SMRC and CSRT-SM was created to ensure a shared strategic focus. Both organizations require input from the other in order to effectively deliver on their respective mandates.

During the past fiscal year the SMRC has been working with CSRT-SM on the development of enhanced Victim Support Services including peer support, expanded options for reporting, and victim liaison assistance³.

PARTNERSHIPS

The SMRC works closely with DND and CAF partners and stakeholders to reduce barriers and, with the member's consent, facilitate access to services that meet individual needs. Service protocols between the Chaplaincy Branch, Canadian Forces Health Services, Canadian Forces National Investigation Services and IC2M have been developed. These protocols allow SMRC staff to be able to anonymously facilitate access to a single point of contact, such as the MPLO or SA. This has proven to be an effective means by which members can obtain further information regarding reporting or investigation processes or administrative processes without triggering an investigation. Despite these improvements some members, as a result of barriers previously described, may be unwilling or unable to reach out to the existing available services. They may require several contacts with SMRC Counsellors before they feel comfortable enough to take the next steps. Refining and expanding the network of civilian partners and stakeholders agencies is equally important.

³ Canadian Armed Forces Progress Report Addressing Inappropriate Sexual Behaviour (April 28, 2017). http://www.forces.gc.ca/assets/FORCES_Internet/docs/en/caf-community-support-services/third-progress-report.pdf

PUBLIC AFFAIRS, OUTREACH AND AWARENESS ACTIVITIES

Over the past 12 months, the Centre has expanded its public affairs and outreach activities with the primary objective of increasing CAF awareness of the SMRC and the supportive counselling services it provides to CAF members. The Centre regularly updated information to target audiences using the full range of CAF print, web and social media. All products recognize the Centre’s link to Operation HONOUR from a response and support perspective, an important component of the overall effort to eliminate harmful and inappropriate sexual behaviour.

Target audiences were both internal and external to DND with a priority given to military personnel in the CAF community. The audiences can be grouped as follows: CAF members who have experienced harmful and inappropriate sexual behaviour, leaders in the Chain of Command, bystanders, and individuals and groups who wished to learn more about the SMRC and its services.

TOWN HALLS

In May and June 2016, SMRC personnel conducted seven town halls as indicated in the table below:

TABLE 1: SMRC TOWN HALLS

Date	Location	Event/Audience
5-6 May	Edmonton, AB	Visit – Town hall for all ranks; 3 Canadian Division Council
11 May	Ottawa, ON	CAF chaplains and others in the helping professions
11-13 May	Petawawa, ON	Town hall (All Ranks); Briefing to Commanders
16-17 May	Kingston, ON	Town hall for all ranks; Briefing to Commanders
24-26 May	Gagetown, NB	Town hall for all ranks; Briefing to Commanders
30 May	Montreal, QC	Town hall for all ranks; Briefing to Commanders
31 May	Valcartier, QC	Town hall for all ranks; Briefing to Commanders

The SMRC engaged directly with over 3,500 CAF members (3,420 members, and 80 members of leadership teams) by participating in town halls and other public events and briefings. In-person interactions with CAF members have proven to be beneficial in educating, dispelling myths on aspects of sexual misconduct and managing expectations regarding services offered. Just as these sessions are important for members to understand the services of the SMRC, the SMRC also receives valuable feedback from directly interacting with members in both formal and informal settings. After participating in these events, a number of members reached out to counsellors at the Centre.

OUTREACH

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, over the past year, the Centre designed and produced 9,000 post cards, and distributed approximately 6,000 of them across Canada.

Would you like the SMRC to speak to your group/organization, participate in an event or obtain print material?

Email the details of your request to:

Emilie Faucher, Senior Communications Advisor

Emilie.Faucher@forces.gc.ca

OTHER PROMOTION HIGHLIGHTS:

- Design, production and distribution of 3,500 bookmarks, with complete contact information.
- Design and production of two bilingual portable roll-up banners, with images and text, used as visual identity at booth/kiosks at various events, such as the Petawawa Cultural and Diversity Festival in March 2017.
- Maple Leaf and Base Papers – in 2016-2017, SMRC prepared three (3) articles for publication in CAF print publications: Maple Leaf and Base Papers. They appeared in November & December 2016 and March 2017.
- Delivery of local briefings to various internal stakeholders, including Strategic Joint Staff, Canadian Forces Legal Advisors, Canadian Forces Health Services and Canadian Forces Intelligence Command.
- Agent Training to the IC2M on the topic of harmful and inappropriate sexual behaviour.
- Design of a lighted portable nomadic display wall with images and text to enhance public presence at events; a TV monitor incorporated into the wall; table and rack for handout products. Production and final delivery of this product is planned for summer 2017.

SMRC ONLINE

- SMRC web content was reviewed and amended to meet the requirements for Canada.ca.
- Social Media – SMRC had regular Tweets on the DND/CAF twitter account which included contact information, services and values. SMRC tweets were widely read and were timed for weekends when social events were planned.

SMRC PRIORITIES

The SMRC has several priorities for fiscal year 2017-2018. A key priority is to implement the provision of service to CAF members on a 24/7 basis. A performance framework will be developed to monitor how this service is received and utilized by members on an ongoing basis, as well as at 6 and 12 months post-implementation.

The SMRC intends to update its mandate document and publish a “Commitment to Members”. These, along with 24/7, should be fully realized by the summer of 2017.

The SMRC, in conjunction with the CSRT-SM, are establishing an External Advisory Council to provide advice to DND and the CAF on addressing harmful and inappropriate sexual behaviour in the CAF.

Given SMRC’s unique mandate to provide support to CAF members affected by harmful and inappropriate sexual behaviour, the Centre will continue to enhance its proactive communications, outreach and awareness strategy. This is instrumental to individuals reaching out for services designed to meet their needs.

Likewise, the chain of command needs to be better aware of SMRC services 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 continue to make concerted and consistent efforts to visit additional locations across Canada to engage with CAF members.

The SMRC will continue to strengthen and build relationships with internal and external partners and stakeholders, other government departments and national and international like-minded organizations.

Next steps will include working closely with the CSRT-SM in the development of enhanced victim support (i.e. Peer support, expanded options for reporting, and victim liaison assistance).

The Centre will also review its mandate and client base and consider possible expansion. The Centre will continue to evolve towards a Centre of Excellence to assist the CAF in its goal to eliminate harmful and inappropriate sexual behaviour in the CAF.

POTENTIAL ISSUES AND TRENDS FOR FUTURE ANALYSIS AND ACTION

Information contained in this section is based on a small sample size. While these findings are anecdotal and cannot as yet be generalized, they are presented as potential issues and trends to track for future analysis and consideration.

The SMRC interaction with CAF members suggests that those who experience harmful and inappropriate sexual behavior are required to navigate numerous services and processes within the military (ex: Chain of Command, Military Police/NIS, JAG, civilian police etc.). This means that, a negative experience at any point along the way, may result in them withdrawing from the process.

Although many of these components work independently, it is important to consider the

system as a whole and how it interacts together to best support members. Following a qualitative analysis of cases, it was anecdotally shared by some CAF members that even though all components of the system did their jobs effectively, they felt that their needs were still not met.

Acknowledging the small sample size, trust, support and transparency were the three main topics that arose during the analysis. These three issues are interconnected in that lack of transparency and lack of support often lead to reduced trust in the system as a whole.

There was an expressed need for more support when navigating the services after a situation of harmful and inappropriate sexual behavior. The affected members often stated their desire to be more informed of the steps to come. Information such as what to expect going forward, why certain decisions were made, time frames and key steps in the processes were at times not communicated or understood. For example, some members experienced long delays without having any updates on their case. Others were told that instead of pursuing certain charges, lesser ones would be pursued without being provided an explanation. This resulted in members feeling like their case was mishandled or not taken seriously.

As a result, some members found themselves second-guessing their experience. This also led to some members perceiving a lack of consequences to perpetrators and concluding that the CAF is indifferent to their situation. Members pointed to situations where both the victim and the alleged perpetrator were assigned to the same course/building/unit while an investigation was ongoing. This type of situation made members feel uncomfortable, unsafe and lacking support. Others expressed feelings of isolation from being left alone at the hospital, having no members of their unit present at the court martial or not being referred to existing mental health services.

All of these experiences suggest that training, clear policies and enhanced victim support could help to engender trust, increase reporting and increase the chances of someone seeking help.

The SMRC will continue to work collaboratively with the CSRT-SM and the CAF as a whole to not only enhance victim support but to also contribute to the elimination of harmful and inappropriate sexual behavior.

GLOSSARY OF TERMS

Abbreviation	Definition
CSRT - SM	Canadian Armed Forces Strategic Response Team- Sexual Misconduct
DM	Deputy Minister
IC2M	Integrated Conflict/Complaint Management program
MPLO/CF NIS	Military Police Liaison Officer/CF National Investigation Service
SMRC	Sexual Misconduct Response Centre

SMRC DEFINITIONS

Term	Definition	
Appropriate behaviour	Dignity and respect for all; highest standard of conduct	
Harmful and Inappropriate Sexual Behaviours	Inappropriate Sexual Behaviour	Unacceptable language/jokes, sexist or sexually demeaning comments, inappropriate pictures, adverse personal relationships ⁴
	Sexual Harassment	Improper and offensive behaviour directed at another, including sexting and e-mail
	Sexual Offences	Offences under Code of Service Discipline or the Criminal Code of Canada such as sexual assault, criminal harassment (e.g. stalking, threats)

⁴ Defence Administrative Orders and Directives 5019-1, Personal Relationships and Fraternalization.
<http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5019-1.page>

SEXUAL MISCONDUCT
Response Centre

Professional counsellors to
SUPPORT YOU

Call: **1-844-750-1648**



E-mail:
DND.SMRC-CIIS.MDN@forces.gc.ca

Web:
Canada.ca/defence-sexual-misconduct-response-centre

We listen without judgement
We offer compassion

We respect confidentiality
We explain your options

We help you access services
We support your choices

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