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RCAF Professorial Conduct and Culture Evolution

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RUCTOP, September 2024



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Canada

Land Acknowledgement

I acknowledge with gratitude and respect the Puyallup and Nisqually peoples on whose traditional lands my community/my family lives, learns, works and plays. I also acknowledge that this land is of deep significance to other Coast Salish tribes. Coast Salish tribes have lived on stewarded these lands since time immemorial.

Təqʷuʔməʔ (the Puyallup tribe's name for what is known as Mt. Rainier) means the mother of all waters and is one of my family's favourite features of the Pacific Northwest.



Aim



- Present RCAF Culture Evolution Implementation Plan and related policy updates (45 Mins)
 - Highlighting CO Tasks + key takeaways
- Questions + Feedback (45 Minutes)
 - What do you need from us to support your teams in these efforts?
 - What are the challenges related to Culture Evolution at the tactical level?

Outline



- RCAF PCC Team Intros
- Define Culture
- Strategic Direction
- RCAF Culture Evolution
 - Implementation Plan
 - Tasks/Timelines
 - Focus Areas 1-5
 - Foundational Social Policy Programs
 - Misconduct/Conflict Management Policy Changes
- Key Takeaways
- Questions

RCAF Professional Conduct & Culture Team (D Air Pers Mgt 3)



Accountable to Comd RCAF for the **strategic oversight** and **implementation** of programs and policies directed by the CPCC, to **synchronize** RCAF initiatives in pursuit of cultural evolution, and to **organize** and **report** on activities mandated by current legislation.



+RCAF Professional Conduct - Conduite professionnelle ARC@C Air Force D
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What is Culture?



My Definition:

A culture is a way of life of a group of people - the **behaviors**, beliefs, **values**, and **symbols** that they accept, generally **without thinking** about them, and that are passed along by communication and imitation from one generation to the next.

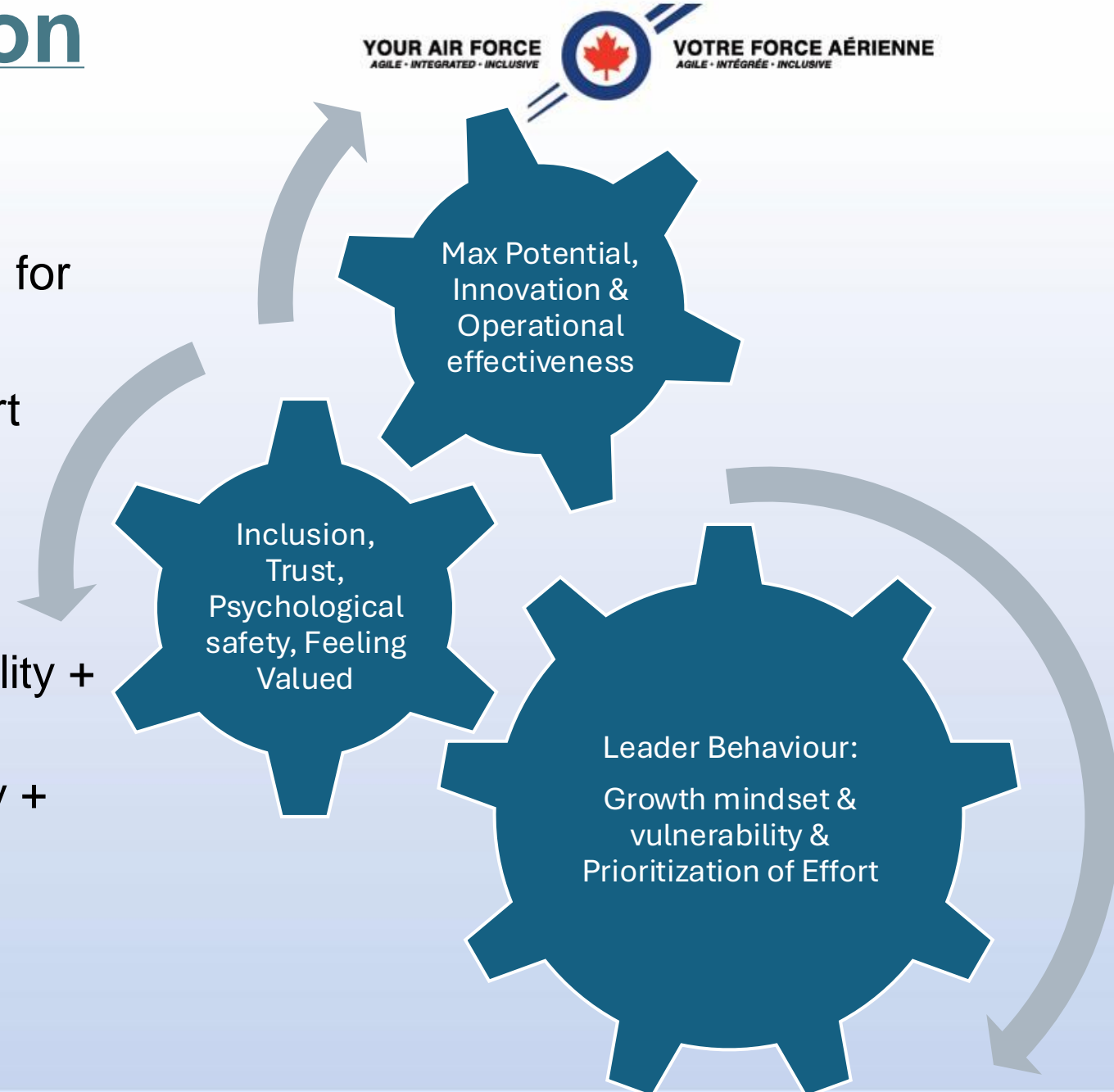
Strategic Direction



- CPCC = Functional Authority for culture evolution
- Defence Team Approach
- Why workplace culture matters:
 - People are intrinsically valuable (Ethics)
 - Institutional Legitimacy (Charter)
 - Moral Obligations and Trust (Unlimited Liability)
 - Engagement + Productivity (Practical)
 - Ongoing Impact of Harm (lost time/effort/resources)

RCAF Culture Evolution Implementation Plan

- **Aim:** A healthy and productive workplace for EVERYONE
- **End State:** Create conditions that support continual positive change (rather than a specific cultural goal)
- **Emphasis on:**
 - Leader Behaviour: Mindset + Vulnerability + Prioritization of Effort
 - Setting the Stage: Psychological Safety + Trust + True Inclusion + Feeling Valued
 - Outcomes: Max Potential, Innovation, Operational Advantage



RCAF Culture Evolution Framework

RCAF CE IP Cycle 1 2024-25



Operational advantage through inclusive and cohesive teams.

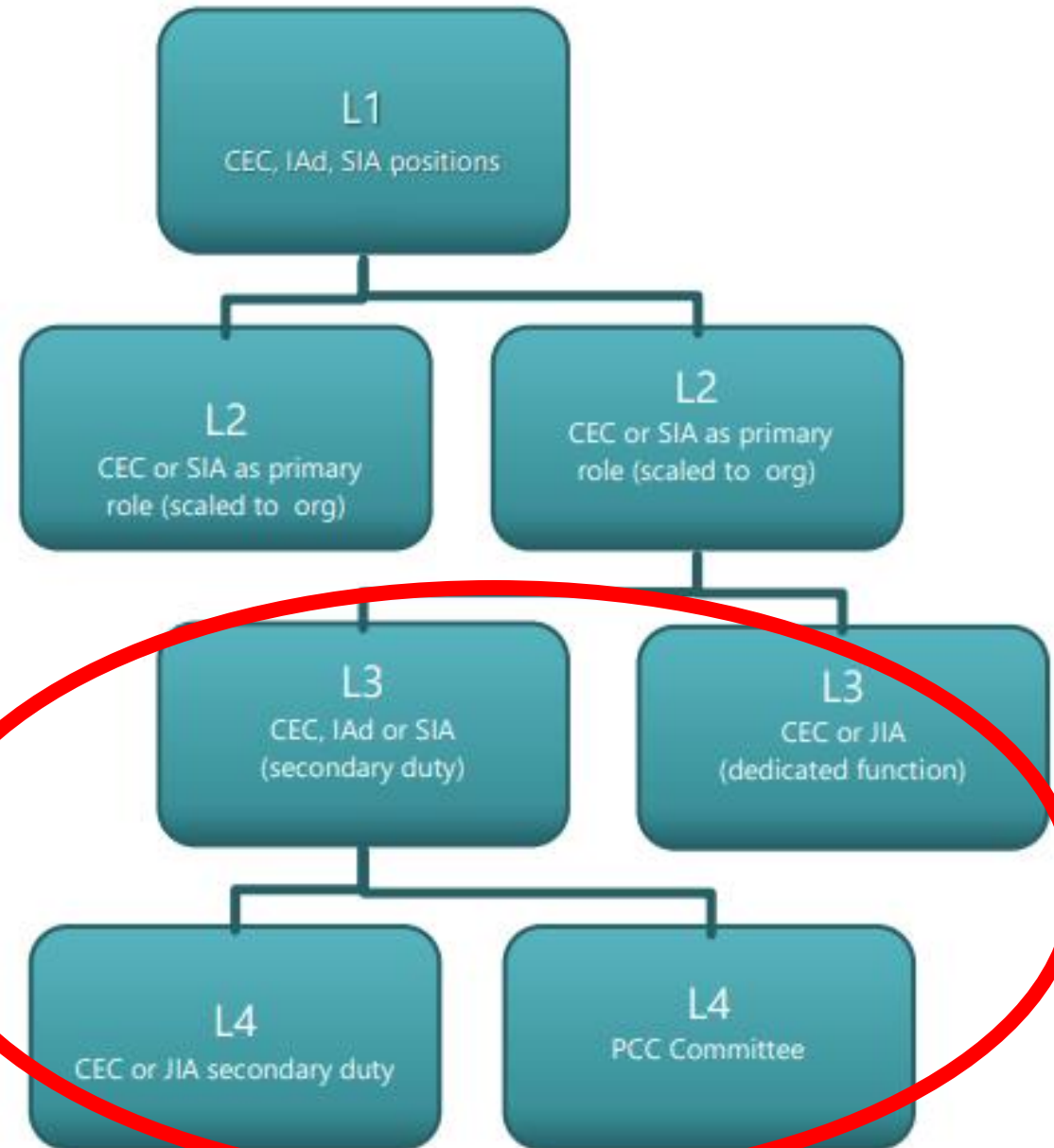
FOCUS AREA 1 Governance	FOCUS AREA 2 Removal of Systemic Barriers	FOCUS AREA 3 Training and Education	FOCUS AREA 4 Assessments & Evaluation	FOCUS AREA 5 Internal Communications
<p>Establish LOCs to enable info sharing and best practices relating to Culture Evolution.</p> <p>Establish network of culture evolution focal points to help overcome “institutional inertia” and enable organizational change.</p>	<p>Shape the RCAF institutional environment by ensuring systems and processes are fair and equitable through RCAF-wide use of GBA Plus.</p> <p>Work to meet Canada’s National Action Plan on Women, Peace, and Security.</p>	<p>Enable psychological safety and authenticity, instill a “growth mindset” and improve team cohesion leveraging small-group discussions.</p>	<p>Ensure informed decision-making on culture evolution activities. Vector check culture evolution progress.</p>	<p>Enhance the way we communicate and spread narratives about the importance and rationale for culture evolution.</p>
Sustainment of existing social policy programs (EEDI, Positive Space, Ethics, Sexual Misconduct Response, Hateful Conduct Response, Harassment Prevention and Response.)				

Focus Area 1: Governance

Goal: Build RCAF capacity to develop, execute, and manage RCAF's Culture Evolution Program. Creation of LOCs to promote culture evolution, governing body to prioritize and assign resources.

- Requires: Leadership engagement with SMEs + process
- Culture Evolution Coordinators (CEC)
 - Formerly Professional Conduct and Culture Officers (PCCOs)
 - Misconduct Prevention and Response (Harassment/violence, Deficiencies of a sexual or hateful nature)
 - Ethics & Conflict of Interest
 - Employment Equity and DEI programs
 - GBA Plus
- RCAF Defence Representative Alumni (Restorative Engagement program)
- Balance **prevention** and **response**

Generic Baseline Structure Options



Junior Member Advisory Council (JMAC)



- Representation (Avr-MCpl and OCdt-Capt*)
- Roles:
 - provide advice and guidance to Leadership Teams
 - articulating concerns, questions, and issues;
 - attend relevant Wing level meetings;
 - regular meetings with council membership
 - assist CoC in articulating and socializing change initiatives at the grassroots level
- Pending Changes:
 - Champions
 - Pan-RCAF connection/touchpoints

Focus Area 2: Removal of Systemic Barriers



Goal: Build inclusive, equitable teams through RCAF-wide use of GBA Plus and work to meet Canada's National Action Plan on Women, Peace, and Security (WPS).

Status: Plan in development

Operational focus:

- Hire full-time RCAF GENAD + establish network of operationally-focussed GFPs
- Force generate members with WPS knowledge and consider WPS in operational planning

• Institutional focus:

- Establishment of institutionally-focussed Intersectional Analysts(IAs)/GFPs
- GBA Plus review of all systems/policies
- Build GBA Plus into day-to-day decision making

GBA Plus



- Questions to ask:
 - What **assumptions** are you making?
 - Who is being left **behind**?
 - Who did you **consult**?
 - What **data** did you consider?
 - How are you balancing **equitable** outcomes with **risk**?
- Support/Training
 - GBA Plus in Defence (Virtual, 24/25 dates pending)
 - CECs (**Soon!**), L2 CEC (Maj Rogalsky), L1 Senior Intersectional Analyst

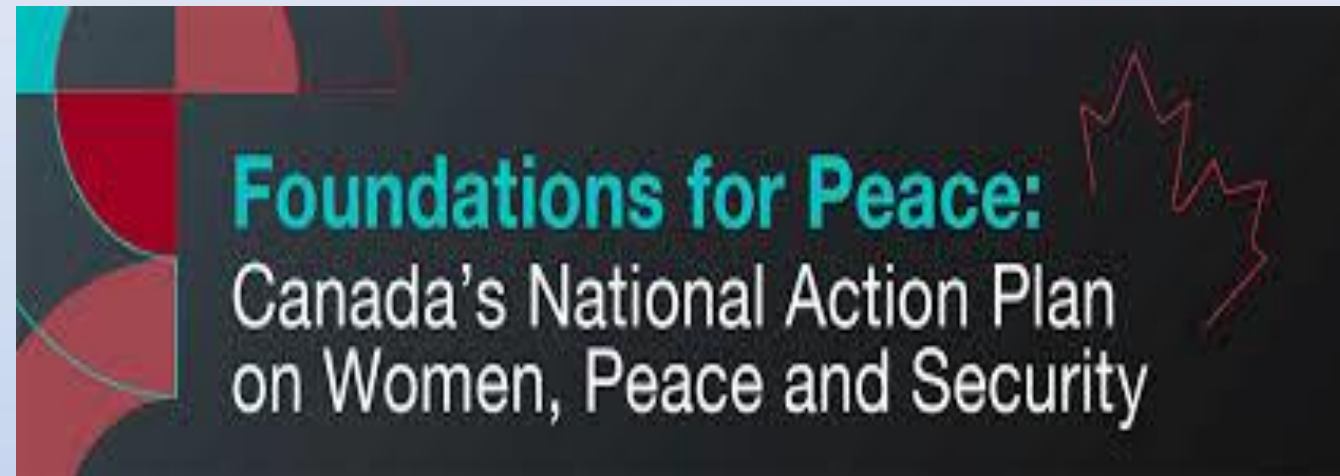
Examples:

- New names and symbols
- Unit-led social activities
- Unit SOPs
- Business Planning
- Deployment Planning
- Infrastructure

Women, Peace and Security (What)



- [Canada's National Action Plan on Women, Peace and Security \(2023 – 2029\)](#)
- Relevant to Operational activities at the tactical level
- Supported by GENADs/GFPs
 - Available trg (Linked in Resources)
- Annual reporting
(qualitative narratives)



Focus Area 3:

Training and Education



Goal: Enable psychological safety and authenticity, instill a “growth mindset” and improve team cohesion.

Status: In progress

- RCAF Intro to CAF Ethos DLN Course (DP1, pre OFP)
- DP1 Ethos Assessment trials (mandated, in progress)
- CAT (Character Application & Transformation) Course
 - Focus on Command Teams (RUCTOP), instructors, middle-management
- L1 devolved funds available via CECs (Supply Arrangement)
- **Conduct small group facilitated discussions IAW CDS guidance**

Focus Area 4:

Assessments & Evaluations



Goal: Ensure informed decision-making on culture evolution activities. Vector check culture evolution progress and validate expenditures.

Status: Framework in development

- Generate RCAF Culture Evolution Progress Monitoring and Reporting framework, integrated with CPCC-led performance measurement initiatives
- Enable “programmatic nudges” using scientific rigour (quantitative & qualitative research) with assistance from DGMPRA (Your Say Matters survey)
- Assemble tools to enable leaders to conduct culture assessment (Leadership Support Team (CPCC), Unit Morale Climate Assessment Survey (DGMPRA))

Focus Area 5:

Internal Communications



Goal: enhancing the way we communicate and spread narratives about the importance and rationale for culture evolution, ensuring the information members “consume” on the topic of diversity & inclusion is aligned with our Ethos.

Status: In progress

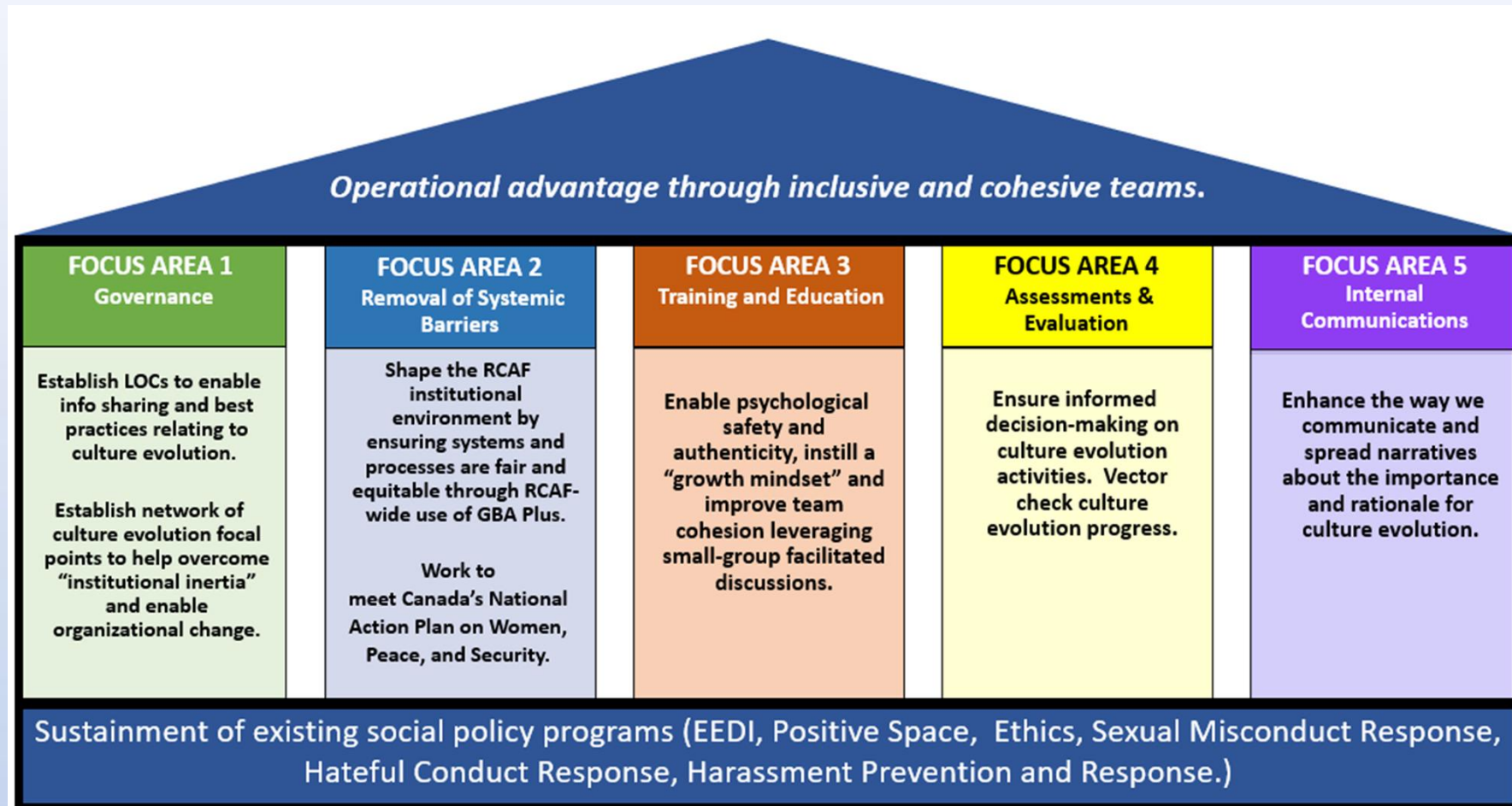
- Communications Action Plan (D Air PA/RCAF PCC Team)
- [Appendix D to CE IP: Key Message for RCAF Leadership](#)
- Appendix E to CE IP: Culture Philosophy
- RCAFé + RCAF PCC online repository (in progress)
- Formal + Informal Recognition

Foundation: Social Policy Programs



Goal: Sustain extant, mandated social policy programs as foundational effort upon which culture evolution is built.

Status: In progress

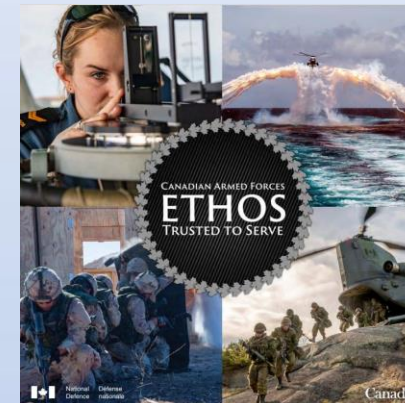


Ethics

The responsibility to safeguard our profession applies not only to external threats but also to internal deficiencies in character, competence and commitment in both individuals and groups.

~ [Fighting Spirit, pg 5](#)

- COs are responsible for their unit's ethics program, which is **unique** to each unit's ethical challenges, and encompasses both **military and civilian** personnel. Activities are to be **tracked** and reported higher.
1. Respect the Dignity of All Persons
 2. Serve Canada Before Self
 3. Obey and Support Lawful Authority
- Increased focus on **Inclusion and Trust**



Employment Equity & Defence Advisory Groups (DAGs)



- Defence Advisory Groups:
 - Defence Advisory Group for Persons with Disabilities ([DAGPWD](#))
 - Defence Indigenous Advisory Group ([DIAG](#))
 - Defence Team Pride Advisory Organization ([DTPAO](#))
 - Defence Visible Minorities Advisory Group ([DVMAG](#))
 - Defence Women's Advisory Organization ([DWAQ](#))

Employment Equity & Defence Advisory Groups (DAGs)



- This is how we enable/strengthen effective allyship!
- Land Acknowledgements – Best practices:
 - Recognize
 - Personalize
 - Correct pronunciation
- Accommodations – balancing UofS with the Canadian Human Rights Act and inclusion
- Champions
- Commemorative dates – CoC responsibility
- Track/Report EE activities to your CEC!

Policy Changes 2024/25



- Duty to Report
- Sexual Misconduct Definitions
- Hateful Conduct
- Harassment
- Workplace Reintegration Framework

Duty to Report (Summer 2024)



- Removes QR&O blanket requirement to report infractions
- Does not preclude reporting – but considers victim/affected persons needs
- Focus on trauma-informed approach (read/digest para 7 of CANFORGEN 99/24)

Reporting is required:

- Reason to believe that members shall pose a threat to themselves or others;
- Indication of abuse of a child or vulnerable person;
- Knowledge of a breach of trust, fraud, or other financial crime associated with public funds, and
- Become aware of a potential breach of the Law of Armed Conflict (LOAC).

Sexual Misconduct Definitions (IECR Response) (Spring 2024)



- "Sexual Misconduct" as a blanket terms replaced by 3 new terms
 - Provide better case context covering the spectrum of inappropriate behaviors
 - Nuance matters to affected persons AND respondents
- Restorative Engagement + Defence Representatives

- **Conduct Deficiencies of a Sexual Nature,**
- **Harassment of a Sexual Nature, and**
- **Crimes of a Sexual Nature**

Hateful Conduct (Fall 2024)



- New Tracking System pending
- Expected Policy update: Expanded definition of Hateful Conduct will be to include situations currently under Harassment.
- Expected Impact: This will lead to an increase of HCITS cases and a reduction in Harassment cases.

Harassment Program Changes (Jan 2025)



- CAF program will be aligned with the Public Service program called Workplace Harassment and Violence Prevention (WHVP)
- Greater CCMS involvement
- WHVP Policy Manual will apply to CAF and Public Service Harassment cases. FOC expected Dec 2024
- Exact details TBD
- UDI or criminal investigations will occur concurrently with WHVP investigations to handle cases with conduct nexus to them.

Workplace Reintegration Framework (Spring 2024)



- **Workplace Reintegration Framework** provides guidance to any level of the CoC for the safe workplace reintegration of a CAF member who is a respondent WRT a conduct deficiency.
- **Objective:** to rehabilitate and help respondents to ensure no repeat of the misconduct
- Based on best practice in building **psychological safety**

*Not to be confused with "Return to Duty" medical reintegration program

Steps to managing reintegration:

- **Recognize**
- **Address**
- **Coach and support**
- **Commit.**

Misconduct Case Management



- Steps:
 - Receive Complaint
 - Safety assessment
 - Support all members
 - Investigation
 - Conclusion/Decision
 - Follow-on actions (Remedial Measures, Charges, Reintegration, etc)
 - Case Closure & records
- Responding Officer (RO) needs to remain unbiased – if case is triggering or you have strong pre-existing opinions on matter can refer to higher CoC to have RO re-assigned
- Remember self-care and support for all involved ie CO, SWO, Admin O, witnesses, complainant, respondent, etc
- Tracking programs planned to merge in future, will disseminate as details come

Valuable Resources: CECs, CCMS, SMSRC

Summary – «so what» for Comd Teams



- Create psychologically safe environments: Practice + model **inclusive behaviours, growth mindset and vulnerability**
- Adopt **Failing Fast Forward** mindset for innovation
- **Lean into the expertise** of your Culture Evolution Coords (CECs), CCMS agents
- Utilize **Workplace Reintegration Framework** ([link](#)) for misconducts
- Engage/support local **DAGs and JMACs**, participate in locally-hosted commemorative events
- Seek out educational opportunities on topics of diversity and inclusion (L101 funding avail)
- Complete CAT course and GBA+ leader **training** (if able)
- Conduct **small-group discussions** (micro-learning opportunities)
 - Military Dilemmas App reinforce CAF Ethos
 - Ethical discussions for all DT members
 - CPCC-provided vignettes ([link](#))
- Consider **intersectional perspectives** to inform your decision-making
- Seek out and provide **mentorship** opportunities
- Reinforce **open and honest LOCs**, give and receive feedback respectfully
- **Raise your voice and acknowledge others' voices** – participate in rcafé discussions, support Vector Check
- Support the **Restorative Engagement** Program
- Embrace whole **Defence Team**, not just CAF.

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Questions?

- How can we (PCC team + CECs) support you?
- Tactical level Culture Evolution challenges?
- Anything else!

References



- [RCAF PaCE Instructions, Annex F](#)
- [CANFORGEN 104/24](#) Expanded Use of Evidence-Based Assessment of Character
- [CANFORGEN 099/24](#) – Repeal of the Duty to Report Regulations
- [CANFORGEN 089/24](#) – Implementing Recommendations 1 and 2 of the IECR (New definitions related to misconduct/harassment/crimes of a sexual nature)
- [DAOD-5014-0, Workplace Harassment and Violence Prevention](#) (WHVP)
- [Workplace Reintegration Framework - Canada.ca](#)
- [CANFORGEN 101/24](#) – Past Conduct Deficiency and Selection Boards for Promotion

Resources



- RCAF Culture Evolution Implementation Plan
 - [English Version](#)
 - [French Version](#)
- [GBA Plus](#)
- [Canada's National Action Plan on Women, Peace and Security](#)
- [NATO Joint Advanced Distributed Learning \(JADL\)](#) courses free the CAF members, with topics covering diversity and inclusion in an operational environment, such as:
 - ADL 168 – Role of Gender Advisors
 - ADL 169 – Improving Operational Effectiveness by Integrating Gender Perspectives
 - ADL 171 – Gender Focal Point
- [United Nations Institute for Training and Research \(UNITAR\)](#) offers free online courses, incl Military Gender Advisor course (approx 1 wk part time, great resources and interactive learning)

Resources



- [Defence Ethics Program](#)
- [Canadian Centre for Diversity and Inclusion \(CCDI\)](#) – resource free to members with @forces.gc.ca email, with toolkits on diversity and inclusion topics, webinars, research, etc
- [Canadian Defence Academy Press \(CDA\)](#) links pubs including Ethics and Leadership publications, as well as the CDS Guidance to Commanding Officers and their Leadership Teams
- [Chief Professional Conduct and Culture](#) website
- [Values in Action Institute](#)
- [Ivey Leader Character Framework](#)