

## **FOREWORD**

*10* December 2013

We are making Canadians proud of their Navy through the fleets' continued successes at home and abroad in our support of the nation's foreign policy objectives and our work with defence and maritime security partners around the globe.

As we move along our current track of ensuring continued excellence in operations, enabling the transition to the future fleet, evolving the RCN's business around Defence Renewal, and energizing the entire RCN team and friends of the Navy around the RCN's essential purpose and bright future, the leadership at all levels will continue to be tested. Key to the success of our Navy will be reinforcing deck-plate leadership, through the time-honoured Divisional System, as the principal means of taking care of our people and their families.

The RCN has used the Divisional System since forming in 1910 and it continues to be one of the key pillars in the application of leadership in our Navy. As the RCN maintains focus on renewal and continues its work towards the future fleet, we must remember that the most critical resource for the RCN is our people.

With the Divisional System as the cornerstone for looking after our people, the present "Guide to the Divisional System" has undergone a major overhaul to reflect today's challenges and needs. It provides guidance on effective communication strategies and options available to supervisors when addressing issues with subordinate staff, and serves as a compendium of relevant references. The effectiveness of our operational excellence at sea will be a reflection of how well we apply the Divisional System.

***O.S.B.***

Mark A.G. Norman  
Vice Admiral  
Commander RCN

## **INTRODUCTION**

This Guide to the Divisional System is issued on the authority of the Commander RCN to assist naval personnel in the conduct of personnel management activities within the Divisional System. The Divisional system, which is unique to the Navy, provides a framework for sound leadership for supervisors, be they Officers or Non-Commissioned Members (NCMs), of the Regular and Reserve Forces. This Guide contains guidance on effective communication strategies, options available to supervisors when addressing issues with subordinate staff, and serves as a compendium of relevant references.

This document is effective upon receipt and supersedes former editions. This current version is distributed in electronic format only, with links to source and reference documents where specific details can be found. In order that ships sail with the most current possible information, it is recommended that this Guide be downloaded to CD/disc prior to departure, or a hard copy made. We encourage readers, however, to access the electronic version whenever possible, as it will contain the most current data.

Future revisions will be quickly entered and dated electronically, and appropriately flagged. As well, a Revision Table will advise readers of the date, subject and Guide Chapter/Section containing changes. Recommendations for future amendments or inclusions should be forwarded to the Commander Royal Canadian Navy/ National Defence Headquarters, Attention: Director Naval Personnel (D Nav Pers).

***O.S.B.***

B.W.N. Santarpia  
Commodore  
Director General Naval Strategic Readiness



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## CHAPTER 1

### THE DIVISIONAL SYSTEM: ORIGINS, PURPOSE, ORGANIZATION, ROLES AND RESPONSIBILITIES

#### INTRODUCTION

The term “Divisional System” in the RCN context is a process of upward and downward senior-junior communication and interaction for both officers and non-commissioned members. It addresses staff responsibilities pertaining to aspects of leadership; associated policies and instructions, training, and, people-management skills. This publication is designed for the guidance of units afloat and ashore, therefore the terms “Division” and “Department” are generally interchangeable within the context of the establishment.

The Divisional System encompasses the administrative organization from the Commanding Officer to Ordinary Seaman; however, the system is not a subset of the administrative organization, but rather a much more pervasive concept. It applies to ALL ranks, and both the System and this Guide are not only relevant to those Naval Staff with specific “divisional” responsibilities; however the Guide is also a useful compendium of information to staff of all ranks. The terms ‘Divisional Officer’ (DO), ‘Divisional Chief Petty Officer’ (DCPO), ‘Divisional Petty Officer’ (DPO) or “Divisional Supervisor” (DSup) are generic titles assigned at naval units and are not specific positions. Consequently, every member of the RCN has a role within the Divisional System and can use the system in order to obtain information or to address matters affecting the effectiveness of their operations. The Divisional System is the backbone of naval personnel management and has both upward and downward influence.

A ship's organization serves as an example to show this distinction. The Commanding Officer (CO) is the Divisional Officer for the Executive Officer (XO) and is responsible for the effectiveness of the Divisional System within the ship. The XO is Divisional Officer (DO) for all Heads of Departments and for the Executive Department, and controls the Divisional System within the ship. A Head of Department is the DO for Officers and NCMs within the department. In addition, although not part of the divisional system, the COXN performs a unique function within the system providing oversight and guidance to the proper functioning of the system.

#### BACKGROUND

The Divisional System, as it is currently known, evolved over time to fill a specific need originally identified during the latter half of the 18th century, when mutiny and general discontent abounded in the Royal Navy. These disorders were the result of a variety of causes such as inadequate and irregular pay, deplorable food and living conditions, and rare shore leave, all reflecting the basic need for someone to be interested in, and responsible for, personnel. In 1775, Vice-Admiral Smith, R.N. introduced a system similar to the present Divisional System into ships under his command. The concept spread and by 1806 it was made mandatory throughout the Royal Navy. When the Royal

Canadian Navy was founded in 1910, it adopted the Divisional System. A system, however, is only as good as those who implement it. On more than one occasion during the history of Canadian naval service, the system broke down and the Royal Canadian Navy suffered some painful experiences that were close to mutiny. The commission of investigation into the causes of three serious events in 1948 and 1949 gave rise to the Mainguy Report which re-defined the need for the Divisional System.

## **PURPOSE**

The purpose of the Divisional System is to ensure that Divisional supervisors are enabled and empowered to develop fully their powers of command and leadership and to keep in close and constant contact with those under their command.

This emphasizes two fundamental principles of the system: leadership, and human understanding. Effectiveness in the Divisional System demands that every supervisor knows his/her subordinates well enough to understand, in any set of circumstances, what must be done to ensure that subordinates will accept leadership with confidence.

Each member of RCN has individual basic rights, particular qualifications, ambitions, problems and desires for maximum personal freedom within the limits of service discipline. The Divisional System respects these rights, provides opportunity for individuals to enhance their skills and qualifications, encourages and directs ambitions, and seeks to alleviate the problems of personnel in each Division. The System must be effective while concurrently organizing and directing subordinates in the performance of their operational duties. Therefore, leadership and human understanding are interwoven with and fundamental to the System's effectiveness. Divisions within Units (for purposes of using the Divisional System) must be small enough to enable the Divisional System to maintain continuing personal communication between junior and senior personnel. Ideally, this communication not only embraces every aspect of service life but is also of such a free and open nature as to ensure that individual personal problems do not escalate to adversely affect members' abilities to be effective in their day-to-day functions.

## **ORGANIZATION and RESPONSIBILITIES**

To meet the general objectives of the Divisional System, its organization must correspond as closely as possible to a Unit's basic functional organization. Only in this way will the Divisional System adequately encompass the full spectrum of the member's professional and personal welfare. Therefore, within the RCN, the specific organization of the Divisional System will vary as one view's ships, bases, stations, etc, with the Division as the common element discernible in each type of unit. In this context, the Division may be defined as:

***the basic unit of personnel organization and administration, which works together and depends upon the personal relationships existing within it.***

The Navy's Divisional System brings the responsibilities that a member has to the

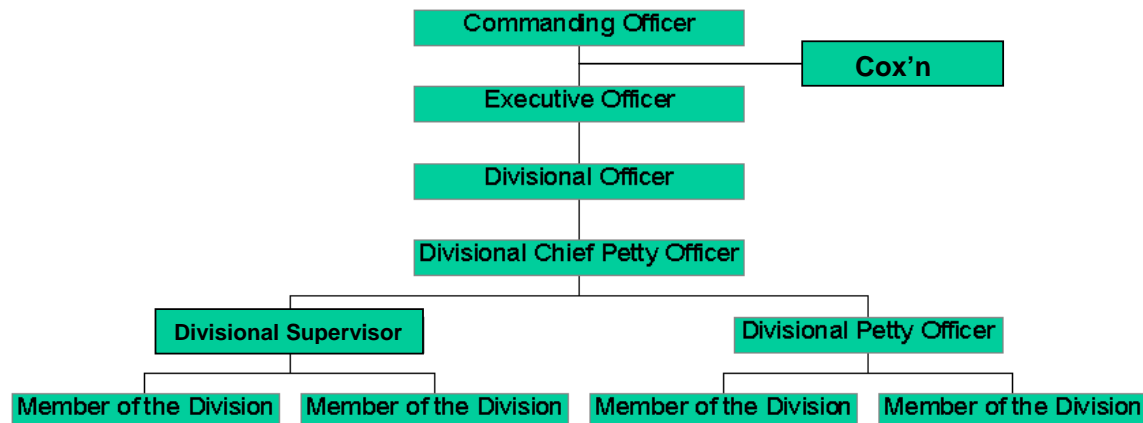
Canadian Armed Forces, and the Canadian Armed Forces has to the individual member, all under one administrative umbrella.

The Commanding Officer is accountable for the effective operation of the Divisional System and shall promulgate the specifics of the Divisional system through Standing orders.

The organization of the Division shall correspond as closely as possible to the functional organization of the unit. Command and responsibility for the discipline, work and welfare of individuals shall be decentralized to the greatest practical extent.

Those in each Division shall work under their own Officers, Chief and Petty Officers so far as practical considerations allow, and Divisional Supervisors shall be given the fullest responsibility that is practical when in charge of the members of their division.

The divisional chain of command is shown in Fig. 1-1. If, because of size and/or organization, the Head of Department is not the designated DO, he/she shall, nonetheless, retain overall responsibility for the functioning of the Divisional System within his/her respective areas, and shall be responsible to the Commanding Officer via the Executive Officer for divisional matters.



**Figure 1-1**

For the Divisional System to succeed, communications between senior and junior must not only remain open but also must be perceived to be both legitimate and desirable avenues of personal interaction. Within the Divisional System, the normal lines of communication will be from the individual, through the Div PO (or D Sup where there is no Div PO), to the DCPO, DO, Department Head, Executive Officer, and ultimately to the Commanding Officer. Where extenuating circumstances necessitate deviation from established lines of communication, these deviations must be justified by the Divisional System.

To ensure accountability, the Regulating/COXN's Office will hold blank Service Request Forms (Chapter 6 - Annex C) for completion by anyone wishing to submit a Request

through the Division. Requests could be of any nature ranging from asking to see the CO on a personal matter to seeking permission to grow a beard. The Service Request ensures that the member receives an official response within five working days (14 Calendar Days for Naval Reserve Divisions), and that a record exists of the member's request.

If the Divisional System is to function properly, then those who control and implement it must be totally aware of their duties and responsibilities to their division. Only by possessing this knowledge can they optimize the use of the leadership and administrative techniques that are so critical to effective divisional work.

## **THE DIVISIONAL OFFICER (DO)**

**Divisional Officer (DO)** duties and responsibilities are listed in [MARCORD 4-25](#). The Order states that *“The Divisional Officer is responsible for ensuring the correct operation of the Divisional System within the Division.”*

The key word here is **responsible**, which makes a DO accountable for the manner in which the DO directs the activities of the Division. Furthermore, responsibility implies an active rather than a passive attitude, requiring a DO to assess his/her own performance continually. It is not enough for the DO to perform efficiently within well-defined limits; he/she must constantly and conscientiously adapt and extend concepts of duty as new challenges arise. The problems to be encountered are as diverse as life itself. Responsibilities pertaining to morale and discipline, training, advancement, and welfare will be addressed later in this publication.

**Qualities of a DO:** Wisdom and understanding are requisite qualities that enable a DO to effectively discharge divisional responsibilities. Embedded in these qualities is the ability to lead by knowing and understanding one's subordinates. In the divisional context, the DO will need to show imagination and initiative in leadership, avoiding the “parade ground” attitude. The DO must study and apply techniques addressed in CAF Leadership Manuals.

To do the job wisely, the DO needs access to a great deal of knowledge and experience concerning service matters; its regulation of policies, customs and traditions, its code of discipline, and its administrative system. When DOs first participate in the Divisional System, they may have only some of this knowledge combined with limited experience. This Guide attempts to provide additional assistance, but only with experience, will knowledge change and be gained. DOs should make it their business to acquire this knowledge and experience as quickly as possible. Meanwhile, they must draw on the experience of others: inexperience is no shame, but proud ignorance is. DOs should seek information and advice from officers, the Cox'n, and the DCPO, finding out which persons and what publications can help. Also, a DO should get into the habit of asking key questions... What follow-up action do I need to take? Is there anything in the regulations about this matter? Is there anyone who might have encountered this problem before? (*Finding the answers is relatively easy: the hard part is being able to ask the correct questions.*)

Another vital quality for a DO is a positive attitude. The DO must bring a spirit of service and dedication to DO taskings. Other people's lives and problems must be as important as that of the DO. Subordinates' problems are urgent; their interests and ambitions are real. Very often, even in moments of success and satisfaction, a DO must ask whether more could have been done.

### **THE DIVISIONAL CHIEF PETTY OFFICER (DCPO)**

**Divisional Chief Petty Officer (DCPO)** duties and responsibilities are also listed in [MARCORD 4-25](#) plus those assigned and/or delegated by the DO. They reinforce the vital link provided by the DCPO between the DO and subordinates that enhances the system of senior/junior communication and integration. In addition to the unique perspective he/she brings to the system, this link requires the DCPO to have specific tasks rather than simply being designated as an assistant or deputy to the DO. The DCPO has a high level of experience, skill, and general service knowledge, and is relied upon to exercise superior judgement in assigned and delegated responsibilities.

**Qualities of a DCPO:** The qualities of an effective DCPO do not differ from those that enable the DO to fulfil his/her responsibilities. Similarly, the techniques of leadership and management described as being indispensable to the DO are equally applicable to the DCPO. Of particular importance is the ability to develop and foster active communication among all levels of the Division and to encourage mutual trust within the Division. It is most likely that success or failure in this regard will depend upon two things: the effort expended; and the loyalty and mutual support demonstrated by the DCPO. DCPO is a title, but not necessarily a rank.

There is no question that the DO will place a great deal of reliance upon the DCPO to provide feedback on morale, esprit de corps, and general well-being of the Division as an entity, and on each of its component members. This form of communication and accompanying recommendations will tax the ability and ingenuity of the most accomplished DCPO, but ensures the success of the Divisional System.

### **DO and DCPO RESPONSIBILITIES**

Although the Divisional Supervisors are an integral component of the Divisional system, the key positions of DO and DCPO must maintain a high level of interaction and communication. It is of paramount importance in ensuring that the Division is well served and that individual needs are addressed. The importance of the relationship among these levels cannot be over-emphasized. This relationship is the basis upon which leadership is established and the efficiency of the whole divisional organization is determined.

If both the DO and the DCPO are to remain effective, then the DO must deal with subordinates through the DCPO and use this avenue for communication and direction. Equally important, the DCPO must insist that subordinates respect the established chain

of command when communicating within the hierarchy of the Division, and when seeking resolution to their problems. Only in this way will those who control the Divisional System keep abreast of important matters pertaining to the Division.

The emphasis on the DCPO's role should not be made to the exclusion or detriment of the other supervisors within the Division who remain integral to the proper functioning of the Division as a team and are, in many cases, the first link for the junior ranks. A proper approach is essential when dealing with the Division's supervisors. They must be shown the courtesy, consideration and respect especially in front of junior ranks.

The following five guidelines aid in developing a sense of esprit de corps and teamwork within the Division by enhancing the aforementioned relationships within and between all levels of the divisional hierarchy. While these guidelines are closely related to leadership techniques, they are presented here within the context of Divisional responsibilities.

**ACCESSIBILITY:** All members are told that their DO and DSup are accessible to them at all times for advice and assistance concerning any service or private matter.

**KNOW THE MEMBERS OF THE DIVISION:** If a relationship of trust and mutual respect is to be fostered among the members of the Division, it is imperative that DOs and DSups know their subordinates well.

**COMMUNICATING WITH THE DIVISION:** One can contribute greatly to the morale and efficiency of one's subordinates by keeping them informed; of what is going on with respect to current work, short and long-range programs, and divisional and general policy.

**TRAINING AS A TEAM:** In all environments and types of units, working together is vitally important. It is one of the fundamental tenets of military style that team training is essential for the effective achievement of assigned objectives. The Division, being an integral component within the functional organization, must also be trained as a team. .

**EFFECTIVE EMPLOYMENT:** Employing people effectively depends on knowing personnel and on good planning. There is nothing more disheartening to individuals than to feel that their job is not a challenge, that there is not enough to do, or that their efforts are not recognized, nor appreciated.

**REFERENCES:**

[MARCORD 4-25.](#) The Divisional System



## **CHAPTER 2**

### **LEADERSHIP**

#### **INTRODUCTION**

The importance of leadership to the Divisional System has been put into context in Chapter 1. Some of the basic philosophy of leadership and its principles, as it applies to the Divisional System, are discussed below. DOs and DCPOs are strongly encouraged to complement this chapter with a comprehensive review of A-PA-005-000/AP-001, Duty with Honour – The profession of Arms in Canada; A-PA-005-000/AP-003, Leadership in the Canadian Armed Forces – Doctrine and A-PA-005-000/AP-005, Leadership in the Canadian Armed Forces – Leading People.

#### **LEADERSHIP IN THE ROYAL CANADIAN NAVY**

The mission of the RCN is to defend and protect Canada and Canadian interests while contributing to international peace and security. All of our decisions and actions must work ultimately towards the accomplishment of that enduring and essential mission; leadership in the RCN is about serving this mission.

Effective leadership is directing, motivating and enabling the others to accomplish the mission professionally and ethically while developing or improving capabilities that contribute to mission success.

Leadership in the RCN is about accomplishing these outcomes in ways that are consistent with the military ethos. The RCN leadership model is a value-based model, one that gives shape to the professional ideal of duty with honour. The day-to-day life of a Division is a preparation for the stresses and emergencies of operations. It is a building-up of confidence, mutual respect, and willing obedience in readiness for the time when success will depend on the instinctive response of those who are led. It will depend on the influence a leader has asserted in the past and to which individuals will respond even in a leader's absence.

There is no definitive list of essential leadership qualities. However leaders can improve their capacity to be effective leaders by acquiring and developing competencies in the following five domains:

- Knowledge and skills: A high level of proficiency in technical and tactical skills is mandatory for leaders in a Divisional system;
- Cognitive ability: Analytical skills and creative thinking are essential abilities for all leaders;
- Social capacities: Interpersonal skills such as communication, persuasion, and conflict management are critical to working with others;

- Personality traits: Leaders exemplify personal integrity in their decision and actions. They also demonstrate a number of personal characteristics that relate to adaptability: openness to experience, flexibility of thought and behaviours, and self-assurance; and
- Professional motivation and values: Professionalism reflects a strong commitment to the social responsibilities of the profession, a high valuation of professional competence and military skills, and a personal identification with the values of the Canadian military ethos.

Many of the attributes of an effective leader can be developed to a greater or lesser degree. By taking full advantage of professional development and pursuing a personal program of self-improvement, Officers and NCMs performing leadership roles can ensure that they will be ready, confident and able to lead in the context of a divisional system.

## **PRINCIPLES OF LEADERSHIP**

Principles of Leadership provide guidance and organize succinctly both the theory and the practice of effective leadership. Adherence to these principles in accordance with the best professional judgment results in leaders who, above all, lead by example. There are twelve Principles of Leadership, all of which carry equal weight. These Principles of Leadership are:

- Achieve professional competence and pursue self-improvement;
- Clarify objectives and intent;
- Solve problems and make timely decisions;
- Direct; motivate by persuasion and example and by sharing risks and hardships (that is, lead by example);
- Train under demanding and realistic conditions;
- Build teamwork and cohesion;
- Keep subordinate informed;
- Mentor, educate and develop subordinates;
- Treat subordinates fairly;
- Maintain situational awareness, seek information and keep current;
- Learn from experience and those who have experience; and
- Exemplify and reinforce the military ethos; maintain order and discipline; and uphold professional norms (that is, lead by example).

## **LEADING THE DIVISION**

The DO or DCPO challenge is to bring qualities down to earth and to apply them to everyday divisional management. Good divisional leadership depends as much on the solution of small practical problems as on the application of psychological theories. No power of personality will win the respect and backing of staff if no interest is taken in the details of daily living such as adequacy of locker space, proper ventilation in the mess, sufficient recreation and so on. Often, leadership must be exercised at close quarters, in

getting the job done, in efficient administration, and in maintaining discipline and morale. The work of the Division will be well done and the team will work harmoniously if leaders demonstrate good planning, proper delegation, and good supervision. Good planning requires leaders to combine a broad grasp of the task and its relation to the mission as a whole, with a quick appreciation of significant detail. If authority is properly delegated, subordinates will address much of the detail. However, to omit details from consideration during planning can be disastrous.

When planning a work program, one must consider the nature, magnitude, and relative urgency of the task. Before making firm plans, leaders should consult Heads of Departments to ensure there are no conflicts in planning, and if applicable, also discuss the plans with other divisional superiors to identify any potential obstacles.

When it is evident that the way is clear, leaders develop an outline of the plan. If the task is routine, and the supervisors are experienced, leaders can delegate certain tasks and details. This must be done without any suggestion of loss of interest on the leader's part, or any suggestion that these details are beneath his or her consideration. If the work to be done is unfamiliar, it may be wise to enter into detailed planning, discussing it with the more senior personnel, and possibly making a list of what could affect the work program so that all relevant factors are considered in the plan.

Leaders need to consider how the division will be affected by implementing a plan. Will it mean working beyond normal hours, curtailing leave, introducing long exposure to excessive cold, heat, or unpleasant conditions? Will it interfere with training, routine work, or recreation? Such inconveniences cannot always be avoided, but if planning is sound, inconveniences can be kept to a minimum. Individuals are more likely to take anticipated hardship in their stride; however, inconvenience arising from confusion and lack of foresight arouses discontent. Make plans flexible enough to deal with unforeseen circumstances and make alternative arrangements where necessary. Avoid frequently changing plans. Nothing dispels enthusiasm more quickly than unannounced and frequent change.

Proper delegation is essential to good divisional management. Micro-management can lead to discontent in subordinate leaders and eventually subvert the confidence of all members of the Division. Responsibilities within the Division must be clear-cut with all members knowing for what, and to whom, they are responsible. Once leaders have delegated authority, they should trust that person to exercise it, having determined beforehand who is worthy of trust and capable of discharging this duty. A leader should show interest and offer guidance when necessary, but avoid unnecessary checking or monitoring of the subordinate's work. If the latter is continuously required, perhaps there is something wrong with either the leader's delegation or the subordinate's performance.

For proper delegation of authority, five considerations must be satisfied. First, the leaders must be willing to delegate and trust people to complete the task. Second, subordinates must be willing to accept the task, appreciating it and the responsibility it implies. Third, it is a matter of common sense to ensure that subordinates have the

necessary experience, intelligence, training and good sense before entrusting them with some of a leader's authority. Fourth, leaders must also ensure that the task is physically possible and that equipment and materials are available. Finally, they must have confidence that the delegation is legal. Regulations, rank, occupation specifications, and other orders may limit the extent of delegation of authority that leaders can implement.

Good supervision will result from proper delegation. Leaders who take full responsibility for their subordinates' work will supervise conscientiously. Leaders should clearly tell supervisors what is expected of them in this regard. Results and personal observation will soon reveal poor supervision. In general, supervisors should:

- distribute the work equitably while maximizing the skills and experience of the available personnel;
- give instructions clearly and ensure they are properly carried out;
- guide, encourage and instruct subordinates in their work;
- remain scrupulous with regard to punctuality and hours of work;
- set and maintain the highest standards of workmanship; and
- show consideration for subordinates' safety and best interest.

Subordinates are much more likely to take actions that contribute to the achievement of goals and objectives when they are given objectives, tasks and explanations. This does not require a detailed explanation of every task, as sometimes the pace of an emergency or operational situation precludes a full explanation. However, establishing an environment based on mutual striving for common goals is critical to the efficient functioning of the crew.

In any naval unit, misperceptions can occur through staff trying to make sense of their world. In doing so, they may interpret actions, events, and comments and arrive at erroneous conclusions. Offhand remarks or jokes could be taken as “reality”, resulting in misperception. It is important that leaders at all levels consider not only what is “really” occurring, but also keep in touch with what the perceptions of members of the ship's company may be. Communication within the divisional system and “leadership by walking around” are good ways to maintain awareness of possible misperceptions as well as to generally keep in touch with the crew.

Leaders should also become efficient administrators. Policies, and the routines by which they are implemented, must be well defined and publicized. This makes for smooth divisional operations and for contentment and confidence of staff. Basic statements of divisional policy should be in Standing Orders, should be read and acknowledged by all persons concerned, and be readily accessible for their review.

Policies will be amplified or adapted to changing circumstances by various memoranda, notices and special routines. However, these should be kept to a minimum and systematically issued, displayed and filed. Staff cannot be expected to conform to obscure orders made at random and long buried under an accumulation of obsolete notices.

The maintenance of complete and efficient records is vital to good administration. Even the best memory can fail under the pressure of unexpected events. When new staff arrives without time for a lengthy turnover, an efficient memory will be of little use. Records relating to personnel should be complete and accessible. Leaders should not rely on memory to answer letters or to take follow-up action on requests but rather handle correspondence in such a way that no letter can be overlooked until it has been answered. Leaders should keep a record of incomplete work and set deadlines even for less urgent jobs. Less urgent tasks are often bypassed in favour of more pressing work, resulting in them becoming unduly delayed. Leaders should be alert for small problems that are delayed indefinitely because of a reluctance to deal with them.

## **THE DIVERSE WORKFORCE**

This section focuses on the diversity and integration, not only of the aboriginal people, members of visible minorities and women, but of everyone in the organization. Diversity is characterized by the mixture of factors that make us differ, including race, culture, ethnicity, religion, age, gender, physical characteristics, sexual orientation and more. Diversity fosters a work environment that values flexibility and innovation in accommodating the various needs of all individuals who are working together toward a common mission.

The personal qualities and leadership techniques essential to an efficient division apply regardless of the composition of the crew. The nature of leadership need not change when diverse groups serve together, however, leaders need to be sensitive to the effect that their own style may have in a diverse organization. Diverse divisions are likely to possess a broader range of individual abilities, personalities and attitudes than organizations composed of solely one group. In this context, the complexity of leadership in a Division increases, and leaders must become adept at team-building. The fostering of teamwork and the encouragement of interdependence are paramount. A team-building approach will bond a group together, help to eliminate prejudice, and contribute to peak performance.

Effective leaders know that the basics of good communication and good leadership are essential. Good leaders have the skills and attributes to lead in a diverse environment because the skills are fundamentally the same. Leadership is enhanced by awareness that people, regardless of gender, race, or other characteristics, are inherently diverse in abilities, preferences, and styles.

## **FACTORS INFLUENCING INTEGRATION**

Prejudice: Originally prejudice meant ‘prejudgment’ or judgement based on previous experience. Problems arise when prejudgment results in a distorted view of a group. If prejudgment is negative, directed toward a specific group of people, and persists despite new knowledge, it approaches a more common definition of prejudice. Leaders must guard against common distortions in perception that may include the following:

- selectively attending to certain behaviours that reinforce fixed and preconceived notions of how minorities act;
- noting an individual's behaviour but generalizing it to all members of the group; and
- behaving according to a pre-conceived or stereotypical view, thus setting up a self-fulfilling prophesy; i.e. by expecting a specific behaviour from a subordinate, the leader's influence is such that the behaviour will happen.

Individuals victimized by prejudicial behaviour of others are under considerable stress, and could reflect this by behaviour ranging from hostility to withdrawal. If this happens, the performance and morale of the division as a whole will suffer. To counter this, leaders can take a number of actions:

- maintain a high level of team-work and ensure the team is not splitting into gender or minority-based factions, that could pit one faction against another;
- do not single out anyone based on gender, race, religion, sexual orientation, family status, age, or other characteristics;
- never ignore prejudicial behaviour by remaining neutral. True leadership is not neutral, it is fair; and
- communicate to subordinates that a poor attitude towards anyone in the division undermines confidence and morale. If attitudes persist, cohesion and teamwork will fail. Take the lead in conveying that all team members are necessary and integral to the division's success.

## **PERSONAL RELATIONSHIPS**

Professional versus Personal Roles: Professional behaviour is crucial to successful leadership. A leader's character and integrity can come into question if personal considerations impinge upon duty. In practice, the failure to maintain a professional role is the root of many avoidable problems. Over-familiarity between leaders and subordinates threatens the effectiveness in the Division. The relationship between leaders and subordinates must remain professional.

Personal Relationships: Inevitably personal relationships, be they simply close friendships or romantic involvement, will develop among staff who work and socialize together. If these relationships do not cross messes or involve close working relationships, and, if the individuals conduct themselves professionally, there may be no impact on the unit. However, unprofessional displays of intimacy and sexual relationships, whether of equal rank or with a subordinate, are likely to affect the morale and effectiveness of the unit/division. Leaders must convey clear, reasonable guidelines and expected level of conduct to their subordinates. A ship is a workplace and, as such, displays of affection and sexual activity of any kind are expressly prohibited onboard.

## HARASSMENT

The definition of harassment in DAOD 5012-0 is: *any improper conduct by an individual that is directed at and offensive to another person or persons in the workplace and which the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, or any act of intimidation or threat. It includes harassment within the meaning of the Canadian Human Rights Act (CHRA).*

Harassment represents a failure of professionalism. It destroys morale, damages team effectiveness and degrades leadership and undermines the foundations of trust, which are essential to divisional effectiveness and performance. Harassment is also against the law. The Department of National Defence and the Canadian Armed Forces may be held legally responsible for failing to prevent it.

Sound leadership at all levels in the Divisional System is essential to the creation and maintenance of a supportive work environment and effective team work in order to prevent harassment. Leaders also have a responsibility to deal with interpersonal issues and or conflict as soon as they arise. One of the most important factors in preventing and dealing with harassment is the development and maintenance of a positive and supportive ethical climate. The ideal organizational foundation is one of respect for the rights and dignity of others, rather than fear of punishment. Creating this ethical foundation is a direct obligation of leadership.

NOTE: See Chapter 4 for more information on Harassment and Conflict Management

## REFERENCES

<a href="#">DAOD 5012-0</a>	Harassment Prevention and Resolution
<a href="#">DAOD 5019-1</a>	Personal Relationships and Fraternalization
<a href="#">DAOD 5019-5</a>	Sexual Misconduct and Sexual Disorders
<a href="#">MARCORD 19-38</a>	Professional Conduct and Personal Relationships
<a href="#">MARCORD 19-39</a>	Harassment Prevention and Resolution

The following references are not available in electronic format:

A-PA-005-000/AP-001, Duty with Honour – The profession of Arms in Canada

A-PA-005-000/AP-003, Leadership in the Canadian Forces – Doctrine

A-PA-005-000/AP-005, Leadership in the Canadian Forces – Leading People

## CHAPTER 3

### ETHICS

#### INTRODUCTION

The [Defence Ethics Programme \(DEP\)](#) is a comprehensive ethics program put in place to meet the needs of the Department of National Defence and the CAF, at both the individual and the organizational levels. The aim of the DEP is to foster the practice of ethics in the workplace and in operations so that members of the CAF and employees of DND will consistently perform their duties to the highest ethical standards.

#### RCN DEFENCE ETHICS PROGRAMME

All Level 1 Advisors at the Environmental Command and Assistant Deputy Minister level are required by the CDS and the Deputy Minister to produce plans for implementing the Defence Ethics Programme. The Director of Naval Personnel is the L1 Ethics Coordinator for the RCN. The [RCN Defence Ethics Programme](#) is developed and managed by D Mar Pers 2-5. [MARLANT](#), [MARPAAC](#), [CFB Esquimalt](#), and [NAVRES](#) are responsible for conducting the program within their units.

The RCN Defence Ethics Program is delivered to members of the RCN by Unit Ethics Coordinators (UECs). UECs are appointed by unit Commanding Officers and receive a formal UEC training course. The [responsibilities of the UECs](#) are laid out in the RCN Defence Ethics Program website. The main responsibilities are the provision of ethics education to unit military and civilian members, briefing new unit members on the ethics program, and reporting on ethics professional development activities within the unit.

#### DEVELOPMENT OF THE DEFENCE ETHICS PROGRAM

The [DND and CAF Code of Values and Ethics](#), adopted in 2012, is a directive that applies to employees of the DND and an order that applies to all CAF members. This new DND and CAF code has been used to prepare the NAVORD on Ethics for the RCN. More information can be found in the [RCN Defence Ethics Programme](#).

The expectations for the RCN Defence Ethics Program and for the ethical conduct of RCN civilian and military members are clearly stated in the Commander RCN's statement on the RCN Defence Ethics Program in [NAVGEN 044-11](#). To reinforce the Commander RCN's guidance, the NAVGEN is reprinted here.



NAVGEN 044-11

## RCN Defence Ethics Program

1. Canadians expect the highest standards of ethical conduct from the members of the Canadian Forces and the Department of National Defence. The military and civilian members of the RCN face unique ethical challenges in their service abroad, in both peaceful and hostile conditions, and in their service in Canada. Service in ships, Naval Reserve units, schools, Bases, and Headquarters will inevitably present their own ethical challenges.

2. To maintain the RCN's high standard of ethical conduct, the RCN has wholeheartedly implemented the Canadian Forces Defence Ethics Program. This program is entirely consistent with naval values and the naval ethos.

3. As Commander of the RCN, I have my own expectations of ethical conduct from personnel at all rank levels and in all civilian classifications serving in the RCN. They are as follows:

A. We will use our ethical training in our everyday decision making. When faced with situations that are ambiguous or in which we are not sure, we will consult our chain of command, peers and colleagues and we will not hesitate to discuss these issues openly.

B. Leaders will set the example as their behaviour sets the standard for subordinates to follow. Leaders will feel comfortable discussing ethical issues with their subordinates and subordinates will feel comfortable bringing forward ethical issues for discussion with their leaders.

C. We will identify ethical risks in our work environments as each workplace has its own set of ethical challenges. Personnel will be made aware of ethical risks in their workplace and will report ethical risks when identified.

D. We will report ethical concerns without fear of reprisal. While this is not always easy, we will speak up when we see something that does not seem right. Identifying ethical concerns will be supported and encouraged and once identified, concerns will be addressed by superiors and not ignored.

E. We will continuously focus on discussing ethical conduct in the RCN by ensuring that ethics is a part of naval training at all levels and will be a part of everyone's ongoing professional development.

4. I have every confidence that my expectations will be met. The ethical conduct of each member of the RCN makes us a stronger and better organization.

5. COMD RCN

## **CHAPTER 4**

### **MORALE AND GOOD WORKING RELATIONS**

#### **INTRODUCTION**

Morale is the concept that describes the attitudes by which individuals respond to the various circumstances of Service life. Leaders with high morale in their divisions reap many benefits. These include, but are not limited to, increased productivity, harmony and teamwork, fewer conflicts or grievances, lower rates of absenteeism, and increased staff self-esteem, and a genuine contentment of the staff to work on their assigned tasks, having been recognized as valuable members of the Division. Divisional Supervisors should strive to make work interesting, varied, and consistent with subordinates' interests and abilities. Good work warrants recognition and reward.

Divisional Supervisors are responsible for ensuring that everyone has the opportunity, training, and experience to progress. Rotating qualified individuals in various jobs at suitable intervals maintains interest, avoids monotony that could cause accident or error, and broadens experience. Leaders should give individuals whatever responsibility is deserved that they are capable of accepting. Leaders, however, remain accountable for the actions of their subordinates.

Effective Divisional Supervisors ensure that the everyday needs of the Division are met, as they directly affect attitudes. High morale and good working relationships depend on, and can be measured by:

- Attitude to the Canadian Forces and to the RCN - When morale is high, individuals consider it desirable to be part of the CAF and take pride in being a member. They have a solid belief in the things for which the CAF/RCN stand, and a strong and confident sense of purpose in everything they do;
- Attitude to Self – Effective Divisional Supervisors impart to their divisional staff that they are valued members of the team, their contributions are important, and their work is appreciated. This sense of belonging to an organization that values one's contributions instils a will for self-improvement and an eagerness to learn;
- Attitude to Peers – Leaders who show consideration with fair and caring attitudes towards subordinates will reap many benefits: subordinates who enjoy courtesy, trust, praise from their superiors for their achievements, will, in turn, influence members' behaviour toward one another; and
- Attitude to Leaders – Subordinates who see Divisional Supervisors apply discipline consistently and impartially will foster positive attitudes in the division toward supervisors, and Divisional Supervisors.

#### **DIVISIONAL SUPERVISORS ROLES FOR EFFECTIVE QUALITY OF LIFE**

DQOL defines the term Quality of Life as “CAF quality of life is the degree to which life conditions are agreeable to CAF members and their families in support of the CAF mission.”

Effective Divisional Supervisors take a pro-active approach to every facet of service life, and do not restrict themselves to matters pertaining only to the operations of the workplace.

When standards cannot be maintained, subordinates should be advised of the reason for the decline. Leaders should ensure that food is good, varied, and attractively served. Cafeterias and messes must be clean, warm, well ventilated, and pleasant. Lighting must be good in living and work places, locker space adequate, and overcrowding minimized. In addition, members must have the tools and materials needed to do their jobs in a safe and healthy workplace. Divisional Supervisors should take an interest in these conditions, anticipating, not waiting for, complaints. If unsatisfactory conditions become evident and Divisional Supervisors address them before the staff complains, the division's morale will improve and supervisors will earn subordinates' respect. When standards cannot be maintained, subordinates should be advised of the reasons.

Divisional Supervisors should familiarize themselves with programs and services available to CAF members and families encountering difficulties, be they marital/family, work-related, financial, emotional/psychological problems, or substance abuse. Members receive confidential assistance from qualified professional and objective personnel. Programs available to address these issues are amplified in Chapter 10 of this Guide.

Divisional Supervisors should promote and encourage physical fitness and recreation and see that facilities and equipment are available. Fitness programs enhance individuals' effectiveness. Group recreational activities especially enhance divisional cohesiveness and esprit de corps. For example, adventure training should be considered if the ship is spending any length of time alongside or is visiting a port where special facilities exist. Support, such as food, equipment and transportation, should be available from any base. [DAOD 5031-10](#) outlines the policy for adventure training, the requirements for its conduct and the procedures to apply. As the CAF has moved to “user pay” practices, costs for these activities should be built into units' plans and budgets.

QOL is a belief in a healthy and positive working and living environment and it is a high priority in the CAF. Although QOL is intangible in many respects, it manifests itself in very real terms in the everyday lives of CAF members and their families. Many concerns were identified in the report submitted to government by the Standing Committee on National Defence and Veterans' Affairs ([SCONDVA](#)) in 1997. The CAF and the RCN responded quickly and extensively to address these and other issues. The quality of life for our sailors and families continues to improve as a result.

While many initiatives aimed at improving the quality of both work and home life are broad CAF-wide initiatives, the Divisional System has an equally responsible and important role in monitoring and improving, where necessary, the living and working conditions of the Naval community. Divisional Supervisors must keep abreast of

concerns of their staff, acknowledging their validity and importance. Effective communication of these concerns up the chain of command, and feed-back to keep members informed of action taken, is crucial to good morale and will, in and of itself, improve QOL.

The [QOL web-site](#) has information on current initiatives grouped under five pillars of activity; Pay and Allowances; Accommodations; The Injured, Retirees and Veterans; Transitions and, The Military Family. The site allows access to other important links and contains the Quality of Life Information Form ([QOLIF](#)). All CAF members and family members are encouraged to use this form to identify concerns or to pose questions directly to the QOL Office, however, many QOL issues may be addressable at the local level often more quickly than through the national office. Divisional Supervisors must assure subordinates that the Divisional System exists to address such concerns, and that it should be their first and best choice to liaise with the appropriate section/agency to raise and resolve concerns.

## **HARASSMENT AND CONFLICT MANAGEMENT**

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) are committed to providing a harassment-free workplace—one that promotes teamwork, mutual respect and fairness for all.

Every member of Canada's defence team has the right to work in a healthy and safe environment, as well as the responsibility to shape that environment.

The *Canadian Human Rights Act* (CHRA) provides that every person in the workplace has a right to freedom from harassment based on race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability, pardoned conviction, and sexual orientation. These are referred to as prohibited grounds. The Treasury Board (TB), Department of National Defence (DND) and the Canadian Armed Forces (CAF) go beyond these requirements by addressing other types of workplace harassment and by focusing on the prevention and prompt resolution of harassment situations.

DND and the CAF affirm that a work environment that fosters teamwork and encourages individuals to contribute their best effort in order to achieve Canada's defence objectives is essential. Mutual trust, support and respect for the dignity and rights of every person are essential characteristics of this environment. Not only is harassment in certain forms against the law, but also it erodes mutual confidence and respect for individuals and can lead to a poisoned work environment. As a result, operational effectiveness, productivity, team cohesion and morale are placed at risk.

Harassment is any improper conduct by an individual that is directed at and is offensive to another person in the workplace and which the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, or any

act of intimidation or threat. It includes harassment within the meaning of the Canadian Human Rights Act (CHRA).

Divisional Supervisors have a particular responsibility for creating and maintaining a positive workplace free of harassment, and for responding quickly to problems that arise. Normal managerial/leadership responsibilities and activities in dealing with problems are the best means to ensure a harassment-free workplace and a positive working environment. These procedures are not intended to alter those responsibilities and accountabilities.

Every individual in DND and the CAF has a right to have any incident of harassment dealt with in an expeditious, impartial and sensitive manner and without fear of retaliation. However, this right should not interfere with, or restrict in any way, supervisors exercising their responsibilities to maintain order and discipline in the workplace. Conduct involving the proper exercise of responsibilities or authority related to the provision of advice, the assignment of work, counselling, performance evaluation, discipline, and other supervisory/leadership functions *does not constitute harassment*. Similarly, by virtue of law, military rank, civilian classification or appointment, using the proper exercise of responsibilities of authority, whereby an individual has authority or power over another individual, this *does not constitute harassment*.

Supervisors, managers, leaders and advisors are required to perform the normal functions associated with their responsibilities, such as the assignment of work, performance evaluation, counselling, discipline and the provision of advice. Where harassment involves misuse of the power or authority inherent in an individual's position, it constitutes abuse of authority. Where harassment involves the coerced participation, expressed or implied, in improper initiation rites, ceremonies or other events, it constitutes hazing. Participation in unauthorized initiation rites, such as hazing ceremonies, and in competitions based on immoderate drinking of alcoholic beverages, tends to be based on coercion, either expressed or implied. Where such activities offend, demean, belittle or humiliate their participants, they will constitute harassment.

Conflict in the workplace can range from private verbal disagreements to extreme behaviours such as yelling, threats, and even physical assault. It can result from personality differences or from a lack of communication skills, including the inability to understand different points of view. Complaints must be dealt with quickly and effectively. Several routes can be taken to resolve a harassment complaint: self-help, Supervisor Intervention, Alternate Dispute Resolution (ADR)/Mediation, or Investigation. Members may seek advice from the unit Dispute Resolution Advisor (DRA) or from anyone in their Divisional System.

### **GOOD WORKING RELATIONS (GWR)**

The RCN Good Working Relations (GWR) program details the Navy's commitment to helping organizations work effectively, with a focus on open communication channels and dialogue, all of which lead to improved workplace morale. The RCN has taken a

strong and early lead introducing and applying Alternate Dispute Resolution (ADR) [MARCORD 19-40](#) techniques, notably mediation, and creating GWR offices at the Formation level.

The overarching principle of GWR is to assist the chain of command, and by extension the divisional system, to provide a work environment free from conflict. While it is everyone's responsibility to ensure that any complaint of improper conduct is addressed, it is especially important for Divisional Supervisors to closely monitor their divisions to identify potential conflict as early as possible, and to use appropriate techniques to resolve the issue in question.

Divisional Supervisors are encouraged to contact the WRA or GWR offices when a problem arises. This will provide them an early opportunity to explore the full range of informal problem-solving processes available to assist the divisional system. Early ADR action is encouraged as it can often resolve the issue before a grievance is initiated. Commander Naval Staff has directed that ADR is to be considered a vehicle of choice in situations of conflict.

Alternative Dispute Resolution (ADR) is becoming a pre-requisite under the new grievance process, and once fully implemented, Grievance Administrators may well expect to see that ADR was at least offered and/or tried unsuccessfully prior to a grievance or harassment complaint being formally staffed. Information on who participates in ADR and where and how to conduct one is at the DGADR web site <http://www.crs-csex.forces.gc.ca/reports-rapports/2009/122P0837-eng.aspx>. While two ADR techniques are described briefly below, Divisional Supervisors should also familiarize themselves with other approaches through contacting their nearest GWR Office.

**Mediation** – Mediation is an ADR technique to resolve conflict situations. It involves the intervention of a trained Mediator, external to the situation, to informally assist individuals to find mutually agreeable solutions to their problems. The mediator does not have decision-making authority. Mediators do not proffer answers, but rather, work with each side in a dispute to explore what each could do to address the problem. Mediation is a voluntary, confidential, 'no-fault' process that can be terminated at any time by either party. More information on this approach can be obtained from your closest GWR office.

**Facilitation** - A facilitated solution is one in which a qualified Facilitator tables proposals to both sides of a dispute with a view to finding a solution that is acceptable to both. It may entail give and take on both sides, resulting in a "win-win" solution. A Facilitator may also be a Mediator, however, in general, one could say that a Facilitator is a more active role than that of a Mediator, who is more passive and behind the scenes, encouraging both sides to move toward the solution mutually agreeable to both.

The RCN has an aggressive effort underway to identify and train staff from all walks of Navy life, of all ranks and MOCs, including civilians, to take on the role of Mediator/Facilitator when required. Selecting an objective person to assume this role

that has the requisite understanding of the environment in which the dispute has occurred, is a matter of joint consultation by all parties, under the guidance of the GWR office. Members of DND, both military and civilian have the right to access information and assistance from other persons in positions of responsibility. This includes a supervisor, a specialist officer, such as a medical doctor, a social worker, padre or personnel selection officer, Employee Assistance Program (EAP) ([DAOD 5005-3](#)) or Canadian Forces Military Assistance Program representatives ([CFHS - Member Assistance Program \(MAP\)](#)), or through the DND/CAF 1-800 Help Line for Harassment/Sexual Assault.

## **CAF GRIEVANCE PROCESS**

When ADR efforts have been unsuccessful, or when complainants choose not to attempt conflict resolution through ADR processes, they have the right to submit an application for redress of grievance, or, where applicable, a harassment complaint. Indeed, even if a grievance application has been filed, parallel efforts can still continue to resolve the matter through an ADR process.

[The CAF Grievance System](#) provides step-by-step direction to both the complainant and the chain of command in the grievance process regarding documentation requirements and time limits. Divisional supervisors should familiarize themselves with the time limits for grievance staffing and the routing for grievance correspondence in order that they can provide suitable direction to subordinates. Divisional Supervisors are also reminded that the complainant has the right to, and can be greatly helped by, an Assisting Member (AM) early in any dispute process. AMs can help complainants focus their case, and can be an effective intermediary between the member and the supervisor. Complainants have the right to request a specific AM, and that person is frequently appointed, however, the CO has the authority to offer a replacement in the event that workload, geographical factors, or operational requirements preclude the availability of the requested individual.

The streamlined grievance system, introduced in June 00 via [CANFORGEN 070/00CDS 045](#), reduces the number of levels through which a grievance is staffed from four levels to two. Specifically, the Initial Authority (IA) is the first level in the chain of command above the person whose decision gave rise to the grievance, and who has the authority to grant the redress sought. The second and final level is the CDS. Time limits have also been established within which the applicant should make their application for redress of grievance. Specifically, unless it is in the interests of justice for the IA to approve an extension, CAF members have 6 months to submit a grievance from the date they knew, or ought reasonably to have known, of the offending decision, act or omission that they believe demands redress.

Greater onus has been placed on the Commanding Officer (CO) who must now correctly identify the IA and take appropriate staffing action within prescribed timeframes. Identification and staffing of the grievance to the IA must occur within 10 days of the CO having received the application. Thereafter, the IA has a time limit of 60 days from receipt of the grievance within which to consider the application and make a determination. If the IA is unable to consider AND determine the grievance within 60

days, and the applicant is not willing to grant an extension, the applicant may request that the Grievance be forwarded to the CDS level for consideration and determination. When the CDS is the IA, there is no time limit for grievance consideration and determination.

A Canadian Forces Grievance Board (CFGB) has also been established. It introduces an external and independent “arms length” legal body, established by the NDA, with a mandate to investigate, review, make findings and provide recommendations to the CDS in regards to grievances referred to it. The Director General Canadian Forces Grievance Authority (DGCFGA) was also created and delegated authority as the “CAF Grievance Adjudicator” pursuant to NDA section 29.14. In this capacity, DGCFGA exercises the CDS powers, duties and functions for grievances not compulsorily referred to the CFGB. The process for handling grievances by the DGCFGA is essentially the same as that for the CDS except that DGCFGA may not consider and determine any grievance that is within the prescribed category of grievances that are mandatory for referral to the CFGB. Moreover, grievances that concern a decision, act or omission of the DGCFGA, whether as an IA or in former postings, must also be sent to the CDS for final determination.

## REFERENCES

- [DAOD 5031-10](#) Adventure Training
- [DAOD 2017-0](#) Military Grievances
- [DAOD 2017-1](#) Military Grievance Process
- [DAOD 5005-3](#) Employee Assistance Program (EAP)
- [DAOD 5012-0](#) Harassment Prevention and Resolution
- [MARCORD 19-39](#) Harassment
- [MARCORD 19-40](#) Workplace Conflict and Resolution
- [Harassment Prevention and Resolution Guidelines](#) (A-PM-007-000/FP-001)
- [CANFORGEN 070/00 CDS 045](#) Streamlined Grievance Process
- [CFHS - Member Assistance Program \(MAP\)](#) CAF Members Assistance program
- DGADR:  
<http://www.crs-csex.forces.gc.ca/reports-rapports/2009/122P0837-eng.aspx>
- Canadian Forces Grievance System:  
<http://www.cfga.forces.gc.ca/pd/index-eng.asp>



## **CHAPTER 5**

### **DISCIPLINE, DRESS & DEPORTMENT AND SERVICE OFFENCES**

#### **INTRODUCTION**

One definition of discipline is that it is mental and moral training. This implies that discipline is a matter of persuasion rather than of force, an attitude to be encouraged by systematic effort, involving the conscience of people who accept it and comply because they want to. Such compliance may be against selfish desires, but disciplinary training enables the individual to put duty before inclination. True discipline, of the kind necessary to the efficient functioning of a Division results from the development, through individual and group training, of habits of right response.

Discipline manifests itself in prompt and willing response to orders and commands, and to situations requiring individual or group action. In a well-disciplined group, members accept necessary burdens without undue loss of morale, whereas in an undisciplined group, there will be selfish complaint and discord.

#### **ACHIEVING DISCIPLINE**

A Division should be a disciplined group of disciplined individuals. Individual discipline varies from person to person. In any large group, there will always be a rebellious minority and, for the benefit of this minority, a system of punishment is necessary. For the responsive majority, punishment will be superfluous provided the following four elements are present:

- The motives of discipline are worthwhile. An individual will subjugate immediate desires for the attainment of some more remote satisfaction, provided it is sufficiently attractive and tolerably certain. The first step toward improved discipline is for leaders to convince staff that the Navy is a good service to belong to, that the assigned unit is a fine one, and that the job being done is important and really worthwhile;
- Divisional members know clearly what is expected of them. Lack of discipline commonly results from inadequate direction. The behaviour to which individuals are expected to conform, the standards to be maintained, and the orders to be obeyed, must be clearly stated and understood before discipline can be applied to a situation;
- Adequate training is given. Training must be carried on constantly to create and maintain the right attitudes to make discipline habitual;

- A worthy example is set. Disciplined people need a disciplined leader. Divisional staff will be influenced by a leader's attitude to his/her duties and will try to live up to this example; and
- Group Discipline is achieved through co-operative training using group exercises, team sports, integration of the Division's functions, and effective communication. Leaders should ensure that individuals know not only their own job, but also about other jobs as they relate to their own, and enough about the purpose of the whole unit to perform duties intelligently and effectively.

The true test of Divisional discipline is if the Divisional staff work as hard as a team, obey the rules as conscientiously, and maintain the same high standards of dress and conduct, whether supervised or not.

## **DRESS AND DEPARTMENT**

Inspections of a unit by visiting senior officers are not empty formality. To an experienced eye, dress and bearing reveal the extent of discipline and an individual's attitude to service life. Personnel in uniform off the base or ship are representatives of the Service and, as such, their dress reflects positively or negatively on the CAF as a whole. The standard of dress and the deportment in a Division is an indicator of the standard of discipline in the Division. A leader should always insist upon the highest standards of deportment, but seek to evoke rather than impose them. The dress and appearance regulations are promulgated in A-DH-265-000/AG-001(CFP 265 - the CAF Dress Instructions). This instruction is complemented by Routine Orders, [MARCORD 17-03](#) and a semi-annual MARGEN message.

DOs and DCPOs must ensure that the Division maintains a high dress standard. They must also ensure that members of the Division are in possession of all required items and that all items of kit meet the required standard. DOs are also responsible for issuing timely and specific instructions on dress to members who are proceeding on TD away from the unit. DOs and DCPOs must ensure that all dress regulations are brought to the attention of their personnel, and are enforced.

## **ORDERS AND COMMANDS**

Discipline depends on each member knowing exactly what is expected, therefore, all orders must be clear and precise. Spoken orders must be particularly clear since the subordinate cannot verify the intent of the order subsequently. Remember that once an order is given, whether verbally or in writing, a leader must be prepared to enforce it.

The difference between an order and a command is not clear-cut, although the words can be used to express two distinct ideas. An order is intended to produce a given result by the means that seem to the subordinate most appropriate. A command is direction that leaves no discretionary power with the recipient. This distinction is important because, in the interests of discipline, it is necessary to be able to judge when an order, versus a command, is most appropriate. In general, an order implies some degree of delegation of

authority while a command does not. Commands are necessary in all drills and in other circumstances where immediate and precise responses are required.

## **SERVICE OFFENCES, TRIALS AND PUNISHMENTS**

The need for punishment indicates a lack of discipline. Unfortunately, despite a leader's efforts to instil discipline through training and good leadership, there will always be individuals who will respond only to punishment or to the threat of it. DOs and DCPOs have a responsibility with respect to discipline and military law to ensure that military law is enforced. The remainder of this section on discipline is designed to familiarize divisional leaders with the system of trial and punishment to enable them to better address this aspect of their responsibilities.

Completion of records of disciplinary action (RDPs) and initiation of appropriate administrative action are a high priority, and undue delays can compromise the CAF's ability to effectively administer military justice.

## **CODE OF SERVICE DISCIPLINE**

The laws governing all persons in the CAF are contained in the Code of Service Discipline. The Code is the second of three divisions of the National Defence Act, Sections 60 to 248, containing the various acts and omissions that constitute service offences and the punishment that may be meted out.

DOs or DCPOs should be sufficiently familiar with [QR&O Volume II](#) (Discipline) to use this book quickly and intelligently as a reference when dealing with disciplinary matters. They should always rely on the electronic version, rather than using a paper copy as the latter may be out of date, bearing in mind that changes to sections of the NDA often are relevant to Service Discipline.

## **PREVENTION OF OFFENCES**

DOs and DCPOs first emphasis should always be on the prevention of offences. If divisional morale is good, if subordinates are busy and interested in their work, and if expectations are clearly and fairly stated, defaulters will be few. To this end, leaders must do all that can be done to combat idleness and boredom, and to remove the temptations that result in the committing of service offences.

The strict observance of regulations will deter potential troublemakers. Orders concerning alcoholic beverages and drunkenness are of particular importance, since a high percentage of offences are directly associated with excessive drinking. DOs and DCPOs need to make it known that drunkenness or abuse of privileges related to alcohol will not be tolerated. If leaders consistently adhere to the spirit of the orders for the

proper administration of the CAF, divisional staff will respect both the leader and the law.

## **MILITARY OFFENCES**

Section 72 of the National Defence Act states that a person is party to and guilty of an offence if he/she actually commits the offence or assists, encourages, counsels or procures someone else to commit the offence. He/she is also guilty of an attempt to commit the offence even if he/she could not or did not complete the actual act. The offences committed by a person subject to the [Code of Service Discipline](#) are listed and explained with notes and examples.

## **CIVIL OFFENCES**

When an officer or NCM has been arrested by the civil power, he/she shall cause the arrest to be reported to his/her CO, pursuant to [QR&O 19.56](#). In some cases, the CO will detail an officer to attend the court proceedings. This officer is called the Attending Officer and this duty is customarily assigned to the DO. The duties of the Attending Officer are listed at [QR&O 19.59](#).

Military personnel convicted of an offense by a civilian tribunal will be issued with a [Certificate of Conviction](#) by the court system. There is no standard certificate as these differ from province to province. The actual wording on this certificate is known as the [Fine Order](#). If the Certificate of Conviction has any bearing on, or cause any limitations to a members military employment (ie pertaining to a 404 and the operation of military vehicles) then the member shall inform his/her supervisor [QR&O19.62](#).

## **CUSTODY AND ARREST - DIVISIONAL RESPONSIBILITIES**

DOs and DCPOs must be aware of any Divisional member who has been arrested and what type of custody has been ordered. This will have implications for employment, movement, etc. in addition to divisional responsibilities relating to the personal welfare of the individual and the assistance provided by the Divisional System.

Because of their knowledge and understanding of subordinates, DOs and DCPOs have special and, to some extent, privileged roles in the conduct of investigations into offences allegedly committed by divisional members. In most cases, DOs or DCPOs will need to be aware of the investigation to determine what applicable administrative measures there may be on the commission of an offence. Remember that the ship's Cox'n plays a key role in the discipline in your ship and should be consulted early in any discipline matter.

In some instances, such as with Military Police (MP) investigations, this may preclude the DO or DCPO to be a part of this independent investigation. When there is doubt, seek out advice, preferably from the local Deputy Judge Advocate. Advice may also be sought from the XO, Unit Disciplinarian, and Cox'n.

Neither DOs nor DCPOs should be present during any interview of the person by the MPs to formally counsel the individual during the investigation. There is no specific objection to DOs or DCPOs interviewing the individual, however, such an interview prior to the MP interview may jeopardize the admissibility of evidence subsequently obtained and, in some cases, could be seen as a form of obstruction.

In a Summary Trial, the CO or the Delegated Officer pronounces the verdict based on the facts. However, if the accused is found guilty, the sentence handed out in a summary trial may be mitigated by the DOs comments on the accused's work given to the presiding officer. These comments should be based not only on an individual's past record, but also on the present. It must not be given until after the CO has pronounced the findings.

## **SEARCHES**

An officer or NCM conducting an investigation who wishes to conduct a search of the workspace (an onboard search) for evidence relating to the commission of an offence must have the authority to conduct the search, as outlined in QR&O 106.04. Except as provided for by regulations made pursuant to NDA, the following may be searched only if a warrant for that purpose has been issued or the search is otherwise authorized by law:

- quarters under the control of the CAF or DND occupied for residential purposes by any person subject to the Code or Service Discipline either alone or with dependants, as well as any locker or storage space located in those quarters and exclusively used by the person or the person's dependants for personal purposes; and,
- the personal property of any person subject to the Code of Service Discipline located in, on, or about any Defence establishment, whose workplace is situated on a defence establishment, and who works for the Department/CAF or materiel section.

A search is otherwise authorized by law if the occupant of the place to be searched consents to the conduct of the search. Consent must be taken in writing after the individual is informed of the purpose of the search and of the fact that, rather than consenting, he/she may insist on a warrant to search.

The rule of thumb for searches relating to acquiring evidence regarding the commission of an offence is to obtain a search warrant. The danger with a consensual search is that, at any time after consenting, the subject may withdraw permission, and the search must be terminated immediately.

QR&O 106.04 and articles to 106.09 inclusive provide detailed instructions pertaining to obtaining and executing search warrants, and the disposition of any items seized during the search.

## **CUSTODY AND ARREST - INFORMATION TO INDIVIDUALS**

Officers and NCMs who have committed, are found committing, are believed on reasonable grounds to have committed a service offence, or are charged with having committed a service offence, may be arrested. Upon arrest, arrested persons must be informed:

- that they are under arrest;
- that they are in close custody;
- of the reason for the arrest; and
- that they have the right to retain and instruct counsel without delay.

The immediate consequence of arrest is that the arrested person is in close custody. The person making/authorizing the arrest must then determine whether or not the arrested person is to be retained in custody.

A person arrested under the NDA shall as soon as practicable be released from custody by the person making the arrest unless that person believes, on reasonable and probable grounds, it is necessary in the interests of the public or the CAF, that the person be retained in custody having regard to all the circumstances, including:

- the seriousness of the offence alleged to have been committed;
- the need to establish the identity of the person under arrest;
- the need to secure or preserve evidence of, or relating to, the offence alleged to have been committed;
- the need to prevent the continuation or repetition of the offence alleged to have been committed or the commission of another offence; and
- the necessity to ensure the safety of the person under arrest or of any other person.

If the person making the arrest decides to retain the arrested person in open or close custody, he/she must submit an account in writing and take the further actions set out in [QR&O 105.18](#).

## **RECORD OF DISCIPLINARY PROCEEDINGS**

When an investigation reveals the probable commission of an offence, a charge is laid. A charge is simply a formal accusation that a person subject to the Code of Service Discipline has committed a service offence. The charge is written down on a Form of Record of Disciplinary Proceedings RDP, CF 78 at [QR&O 107.07](#). In accordance with Regulations, a copy of the record is given to the accused and to the Assisting Officer as soon as practical after a charge has been laid and endorsed with minutes to that effect.

The DO or DCPO must be thoroughly familiar with the particulars of the charges brought against divisional members, as this is vital for counselling the individual prior to trial.

## **DEFAULTERS & ASSISTING OFFICERS**

When a divisional member appears as a defaulter, an Assisting Officer of his/her choice should be detailed, and this request shall be complied with if the demands of the CAF permit and the person requested is willing to act in that capacity. The appointment of the DO as the Assisting Officer will be the exception rather than the rule. This is due to the possibility of a conflict of interest arising between the general responsibilities of an Assisting Officer to an accused. Both accused and Assisting Officers should review [QR&O 108.14](#), [108.15](#), [108.16](#) and [108.17](#)

Assisting Officers and accused persons should also familiarize themselves with the entitlement to “review”, following a decision, and the timelines pertaining to seeking a review outlined in [QR&O 108.45](#) .

Occasionally a DO could be appointed as Assisting Officer for defaulters from other Divisions. In such cases, when assisting the accused, it is the DO's duty to help in the preparation of a defence and to provide advice regarding witnesses and evidence. An accused may be offered the right to elect trial by court martial. The Assisting Officer, in assisting the accused prior to the start of the trial, shall ensure that the accused is aware of the differences between a summary trial and a court martial with respect to the procedures to be followed and the powers of punishment available. As a minimum, the Assisting Officer shall explain that:

- a court martial has greater powers of punishment than an officer conducting a summary trial;
- while the accused has the right to obtain legal advice, an entitlement to be represented by a lawyer only exists at a court martial, not at a summary trial. At a summary trial, the lawyer for the accused can be present but cannot speak on behalf of the accused. The accused should be further informed that should trial by court martial be elected, representation by civilian counsel, if desired, is at the expense of the accused;
- the military Rules of Evidence are applied only at a court martial; and
- an officer may appeal the legality of the finding or sentence of a court martial to the Court Martial Appeal Court of Canada.

The Assisting Officer should attend the summary trial of the accused and, if requested by the accused, should provide any reasonable assistance that the accused may have overlooked. However, it must be emphasized that the Assisting Officer is not the accused's lawyer.

The issue of whether communications between an Assisting Officer and the accused are privileged has not been judicially considered. Nevertheless, Assisting Officers should regard such communication as privileged, only disclosing communications with the consent of the accused.

It is not the task of an Assisting Officer to get the accused acquitted. The tasks are to identify weaknesses/ omissions in the evidence against the accused, to advance all

relevant evidence that assists the accused whether or not such evidence prejudices anyone else, and to never misstate the facts.

Similarly, the function of a DO is not to "white-wash" a member's character or to help the member escape punishment. DOs must say what truthfully can be said in the accused's favour and strive to prevent injustice. DOs should not be asked for, nor give, details of the accused's character or performance unless he/she has been found guilty by the officer conducting the trial.

## **PROCEDURES FOR DEFAULTERS**

[QR&O 108.28](#) details who may attend summary trials; however, the routine for defaulters in the Navy has been established by long-standing tradition. Defaulters are fallen in, in order of rank, seniors coming to the table last, and mustered by the Cox'n. When the conducting officer arrives, all officers present come to attention and salute. At the conducting officer's direction the Cox'n will report the defaulters to the conducting officer one at a time. The Cox'n calls the first defaulter by name. The defaulter marches to the table, halts one pace clear of it, faces the conducting officer, and stands at attention. The Cox'n gives the order, "Salute-Remove headdress!" and when the order has been complied with, reads the charge.

In cases not proceeding to court martial, either by referral from the CO, or by election by the accused, after the conducting officer has heard all the evidence, a finding will be made. The DO will then be called to give testimony concerning character, conduct and performance of duties. The conducting officer will study the conduct sheet, consider all the evidence, and in light of what has been said about the member, pronounce sentence. The Cox'n will read the sentence, and then orders " Replace headdress - Salute-Right (or left) turn - Quick march" and calls the next defaulter.

## **COMMITTAL TO DETENTION**

The responsibilities of DOs and DCPOs do not end if the individual is convicted and sentenced to incarceration. They must liaise with the Cox'n and Ship's Office to ensure the completion of all administrative work. They must also consider the dependants of the prisoner. Grants are available for spouses or dependant children of personnel, subject to forfeiture in accordance with [QR&O 210.82](#) and [CFAO 210-23](#).

## **REMEDIAL MEASURES**

Remedial measures are part of the range of administrative actions which may be initiated in respect of a CAF member and are intended to:

- make the CAF member aware of any conduct or performance deficiency;
- assist the CAF member in overcoming the deficiency; and



- provide the CAF member with time to correct their conduct or improve their performance.

Remedial measures initiated in respect of a CAF member are, in increasing significance:

- initial counseling (IC);
- recorded warning (RW); and
- Counseling and probation (C&P).

A Remedial Measure should not be seen as punitive. An IC, RW or C&P are not punishments within the context of [QR&O 104.02](#) (Scales of Punishment), and with the exception of an IC, neither RW nor C&P can be ordered twice for the same, or related, shortcomings. A member who is placed on a Remedial Measure shall be observed closely, as directed by the CO, and shall be given every, reasonable, assistance to overcome the shortcoming to attain the required standard. Normally, a RW and C&P shall precede any recommendation for release that is based on any member's shortcomings. Procedures are in [DAOD 5019-4](#). A Remedial Measure may be ordered for, but not limited to:

- Performance or Personal Deficiencies: Although matters involving conduct, leadership traits, self-confidence, etc are normally resolved by training, counselling, disciplinary action or other measures, any of the foregoing shortcomings may, by their seriousness or repetition, result in an IC, RW or C&P;
- Drugs: The Remedial Measure for unauthorized use of drugs as outlined/defined in [DAOD 5019-3](#) shall be processed in accordance with the special policies, procedures, and forms in [DAOD 5019-4](#).

CAF policy dictates that unlawful or generally improper use or handling of drugs by a CAF member will not be tolerated. Accordingly, no member shall traffic in, possess or use drugs unlawfully, or use drugs for any purpose but one that, in the opinion of a competent medical authority, is a proper medical purpose. The policy on the unauthorized use of drugs is outlined in [CANFORGENS](#) and in [DAOD 5019-3](#).

The primary responsibility of DOs and DCPOs regarding the improper use of drugs is preventive action. They must ensure that the Division is aware of the CAF policy on drug abuse, and that members take advantage of various drug education programs available within the Command, or through local police and the RCMP.

- Alcohol: The policy on alcohol misuse in the CAF, generally speaking, is based on the members' personal responsibility for their recovery once intervention and/or any recommended treatment is undertaken. [DAOD 5019-7](#) promulgates the policy and [DAOD 5019-4](#) the procedures for handling cases of alcohol misuse.

Other invaluable sources of information for DOs and DCPOs facing a member with an alcohol problem include advice available from local experts such as the Base Drug and Alcohol Counsellor.

- Indebtedness: In cases of indebtedness, the CO shall ensure that the provisions of [CFAO 19-4](#) have been followed.

## REFERENCES

<a href="#">QR&amp;O 11.10</a>	Reversion for inefficiency
<a href="#">QR&amp;O Chapter 17</a>	Dress And Appearance
<a href="#">QR&amp;O 19.75</a>	Suspension from duty
<a href="#">QR&amp;O 21.73</a>	loss/damage due to a criminal offence
<a href="#">QR&amp;O 101.12(2) &amp; (3)</a>	cautions and warnings
<a href="#">QR&amp;O 104</a>	Punishments
<a href="#">QR&amp;O 104.10</a>	reduction in rank
<a href="#">QR&amp;O 105</a>	Arrest and Pre-trial Custody
<a href="#">QR&amp;O 105.06</a>	Form of Warrant of Arrest
<a href="#">QR&amp;O 105.11</a>	information on/Special report mbrs above rank of SGT
<a href="#">QR&amp;O 106.01</a>	Charges - alternate charges RDPs
<a href="#">QR&amp;O 106.04</a>	searches
<a href="#">QR&amp;O 108.14</a>	Assisting Officers - duties of
<a href="#">QR&amp;O 108.15</a>	Provision of Information to Accused
<a href="#">QR&amp;O 108.16</a>	Pre-trial Determinations
<a href="#">QR&amp;O 108.17</a>	Election to Be Tried by Court Martial
<a href="#">QR&amp;O 108.10</a>	Delegated Officer - authority
<a href="#">QR&amp;O 108.24</a>	powers of punishment
<a href="#">QR&amp;O 108.13</a>	Limits On Jurisdiction
<a href="#">QR&amp;O 108.27</a>	Summary Procedures
<a href="#">QR&amp;O 108.28</a>	Attendance at Summary Procedures
<a href="#">QR&amp;O 108.45</a>	Review of Finding or Punishment of Summary Trial
<a href="#">QR&amp;O 19.51</a>	Operation of Civil law
<a href="#">QR&amp;O 109.04</a>	Right to Legal Counsel
<a href="#">QR&amp;O 111.1</a>	Court Martial Administration and Procedures

<a href="#">QR&amp;O 210.82</a>	Grants to Spouses or Dependant Children of Pers Subject to Forfeiture
<a href="#">CFAO 4-1</a>	Judge Advocate General -
<a href="#">CFAO 19-4</a>	Failure to Settle Private Debts
<a href="#">CFAO 19-19</a>	absenteeism
<a href="#">CFAO 22-4</a>	Security And Military Police Services
<a href="#">CFAO 22-8</a>	Prisoners' Escorts - provision conduct and responsibilities
<a href="#">CFAO 49-4</a>	Career Policy Non-Commissioned Members Regular Force
<a href="#">CFAO 56-5</a>	Legal aid
<a href="#">CFAO 114-1</a>	Detention To Barracks, Committal To
<a href="#">CFAO 210-23</a>	Grants- Personnel subject to foreclosure
<a href="#">DOAD 5019-0</a>	Conduct and Performance Deficiencies
<a href="#">DAOD 5019-3</a>	Unauthorized Use of Drugs
<a href="#">DAOD 5019-7</a>	Misuse of Alcohol
<a href="#">DAOD 7001-0</a>	Custody/Proceedings/Jurisdiction, Attendance as Witness
<a href="#">CANFORGEN 104/98</a>	Revocation of Reproofs

The following references are not available in electronic format:

A-DH-265-000/AG-001 (CFP 265) CAF Dress Instructions

Naval Clothing Kit List

Ship Standing Orders

## CHAPTER 6

### PERSONNEL DOCUMENTATION AND ADMINISTRATION

#### INTRODUCTION

The Canadian Forces maintain a centralized automated record system at NDHQ of personnel records for members of both the Regular and Reserve Forces. Input to this system originates at the unit level and is fed into the central system through the [Human Resources Management System \(HRMS\)](#). HRMS is used to capture and retain numerous aspects of personnel data, such as qualifications, leave, NOK, rank history, honours and awards, language, etc.

The Unit Personnel Record (UPR) consists of three categories of documents and records: Electronic Personnel Records, User Record Set and, and Administrative Records.

Electronic Personnel Records (EPR) are electronic records that capture a member's information in either a national HR, pay automated systems, or any other electronic system. These include CCPS, RPSR, ClaimsX, CFTPO, MPRR etc

Current source documents (originals or photocopies), including the CF464 Leave Record, are available at the unit level in the member's [Unit Personnel Records](#) for ready use by the CO. Other documents, such as the CF892 (Individual Clothing and Equipment Envelope) or Medical or Dental Records, do not form part of the UPR.

User Record Set - are documents and records that are removed from the UPR Envelope by the Ship's Office/CSOR and forwarded to user divisions and OPIs for custody and maintenance. These include the 2034 Medical Envelope, CF 526A Dental Envelope, 743 UER, DND 1117 Physical Fitness Evaluation Envelope, and CF 892A/CF 892 Individual Clothing and Equipment Record.

Administrative Records - are held and maintained by the Ship's Office/CSOR in the CF 478 Personnel Records Envelope. These administrative records include but are not restricted to the Unit Personnel File (UPF), 459 - Conduct Sheet, 464 - Leave Record,

Performance Evaluation Reports (PERs) for Res F members, 1254 - Source Document Résumé for those Reg F members who had an active CF 1254 when HRMS was introduced, CF 796 Reserve Record of Service for Res F members who had an active CF 796 when HRMS was introduced.

Knowledge of the following information will not make DO, DCPO and Section Supervisors administrative experts. Since the UER directly relates to the Divisional System, it is described in some detail in this chapter. To function effectively, DO, DCPO and Section Supervisors should know what information is available and from what source.

## USER DOCUMENTS

**The Divisional Officers Record (DOR).** The DOR consists of the Divisional Record Sheet, the Personnel Development Review (PDR) Form and the DO's Notes Sheet that are normally contained in a three-ring binder, divided into sections providing one set for each divisional member. The Divisional Record Sheet shall be marked "Protected A (when completed)" top and bottom and the remaining sheets shall be marked "Protected B (when completed)" top and bottom. The binder shall be marked with the highest level of security classification of notes and records contained within the book, front and back. DOR sheets are to be printed locally using the link at Annex A (below). Extraneous material such as letters or messages or e-mails shall not be placed in the DOR but in the individual's UPR, after having noted its existence on the Notes Sheet.

**The Divisional Record Sheet ([Annex A](#))** gives the DO all information required to ensure that, in conjunction with the UER and MPRR, all pertinent and current facts are available to answer questions from the CO, Career Manager, etc. The Record Sheet must be fully completed and contain information identical to that found in the member's personal file, UER and MPRR. The Record Sheet is to be reviewed with the member while the Supervisor is present during the initial, and subsequent, assessment interviews.

**The Personnel Development Review (PDR) Form** is used for summarizing an individual's progress and performance on the job and for compiling the annual PER in accordance with the [Canadian Forces Personnel Appraisal System \(CFPAS\)](#). The DO may provide additional feedback in the appropriate section(s) of the PDR Form. When members are employed other than at their parent unit (for example while on prolonged TD), the employing unit shall report the member's performance to the parent unit using the PDR Form. In an effort to address Fleet concerns pertaining to member's PDRs, the original of the PDR Form can be stored in the member's unit pers file, not with the Divisional Notes, however, the retention and copying of PDRs is a matter that is handled differently at each coast. Note that CFPAS directs that the PDR is to be stored on the UPR or the UER, whichever is more convenient.

- **NOTE:** If the ship wishes, a copy of the PDR can be placed in the DOR. However, as PDRs are a temporary document with a two-year shelf life following

which they must be removed and destroyed, and because supervisors may require frequent access, PDRs on pers files cause extra work and to make another copy is redundant. Recent inspection observations have noted this, and recommended that, despite the fact that filing the PDR on pers files vice retaining it with the UER and DIVNOTES ensures that it will accompany the member on posting, it is considered more burdensome for divisional access. As a result, inspectors have concluded that it may be more appropriate that they are retained by supervisors.

**The Divisional Officer's Notes Sheets (DIVNOTES)** ([Annex B](#)) allow for a continuous Record of Performance from which assessments may be compiled. They are used for recording personal concerns if they have had a detrimental effect on performance, or for recurring requests, all of which may have a bearing on the member's performance or employment. Letters of appreciation or displeasure are to be noted. DO and DCPO are reminded that members can have their DIVNOTES in accordance with Access to Information regulations. It reduces staff work and hastens the provision of DIVNOTES if the members now access their DIVNOTES through an informal request to the Ship's Office. Persons releasing the DIVNOTES must ensure that the intent of the Privacy Act is respected, checking that the DIVNOTES contain no names or reference to third parties (i.e. persons other than the member to whom the DIVNOTES pertain).

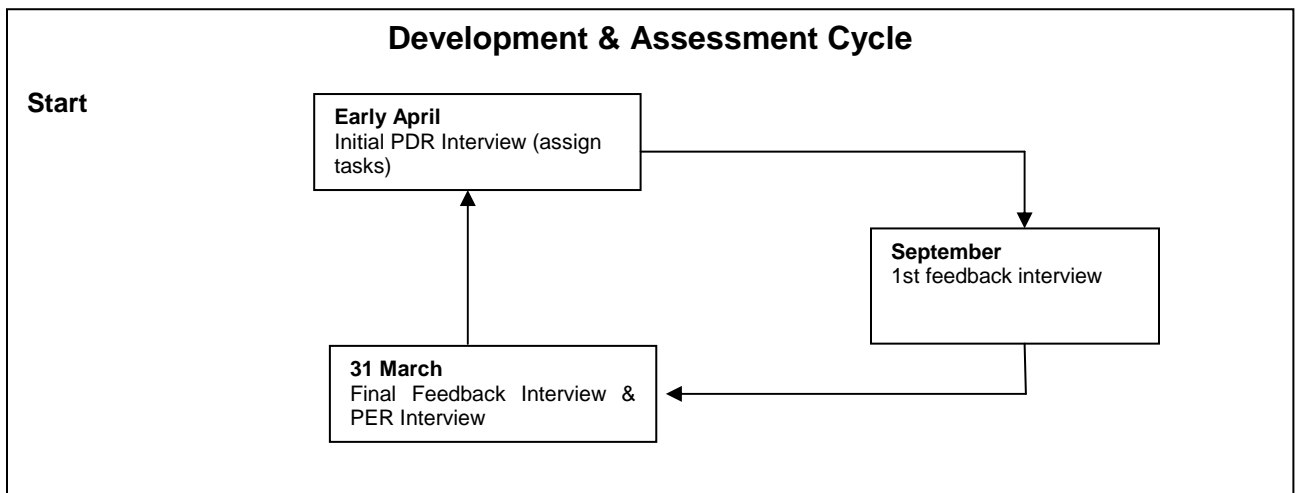
- DIVNOTES are to be retained by the Divisional Officer. If the member (to whom the DIVNOTES pertain) is posted, the records are to be sealed, dated and sent with the UPR to the new unit. These records are to be opened only with the new Commanding Officers approval. If a member is posted outside the RCN, the DIVNOTES will remain in the Formation. The responsibility to ensure that these records are removed from the member's permanent file should fall within the authority of the individual's Admin Officer.
- Since DIVNOTES are considered a "temporary document", the records in question are not placed on the PERMIS system. However, DIVNOTES are to be retained for five years after the last administrative action. If a member is released before the five years are up, the DIVNOTES are to be forwarded to the appropriate Release Section and shall be held for five years from the date of the last administrative action.

The Divisional System tradition of having personnel records updated and performance assessed every four months has been replaced by the [CFPAS](#) feedback every six months. The CFPAS details the specific procedures to follow when conducting the various required interviews. Guidance is provided concerning when these interviews will take place. At the beginning of the reporting period, supervisors should have an interview to assign the critical tasks and convey expected results over the course of the next year. A feedback session should occur mid-way through the reporting period to review progress made in the previous six months. This will be reported on the Personnel Development Review (PDR) Form. A second feedback session should also occur to review the previous year's accomplishments, taking place at the same time as the formal PER interview. This

cycle is presented at **Fig 1**, below. In an effort to keep UERs current, they should also be reviewed with members whenever they have a PER interview or get a PDR.

- For personnel posted into the unit after the April initial interview period, the process at **Fig 2** shall be followed. For personnel currently within the unit, but posted out during the reporting period, the process at **Fig 3** shall be used. CO's retain the discretion to conduct more frequent feedback interviews during the year.

**Fig 1**



**Fig 2**

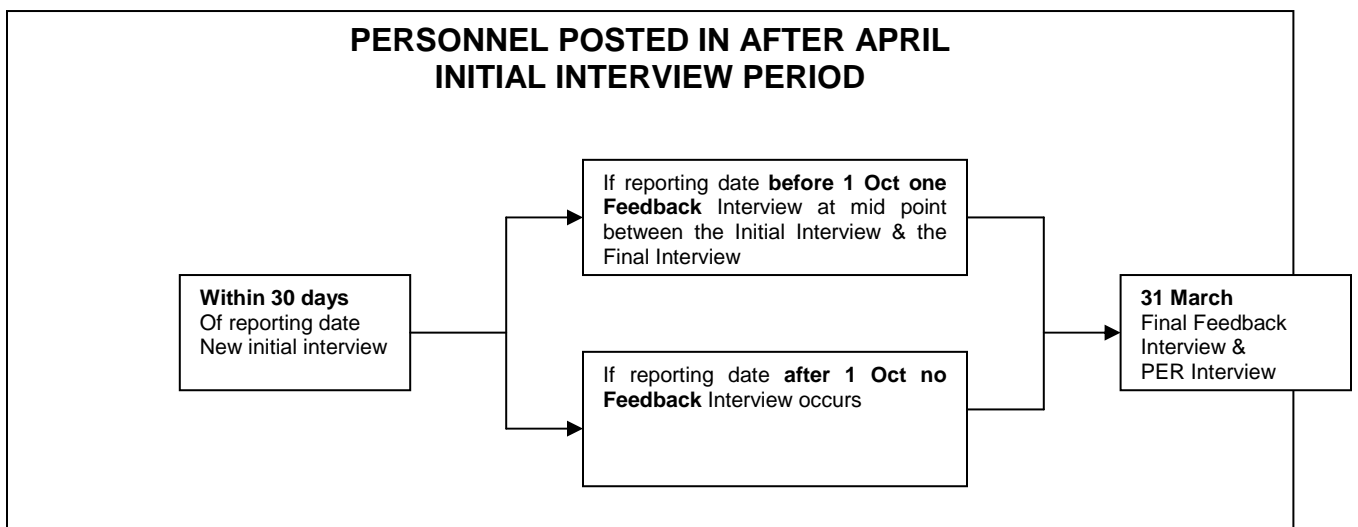
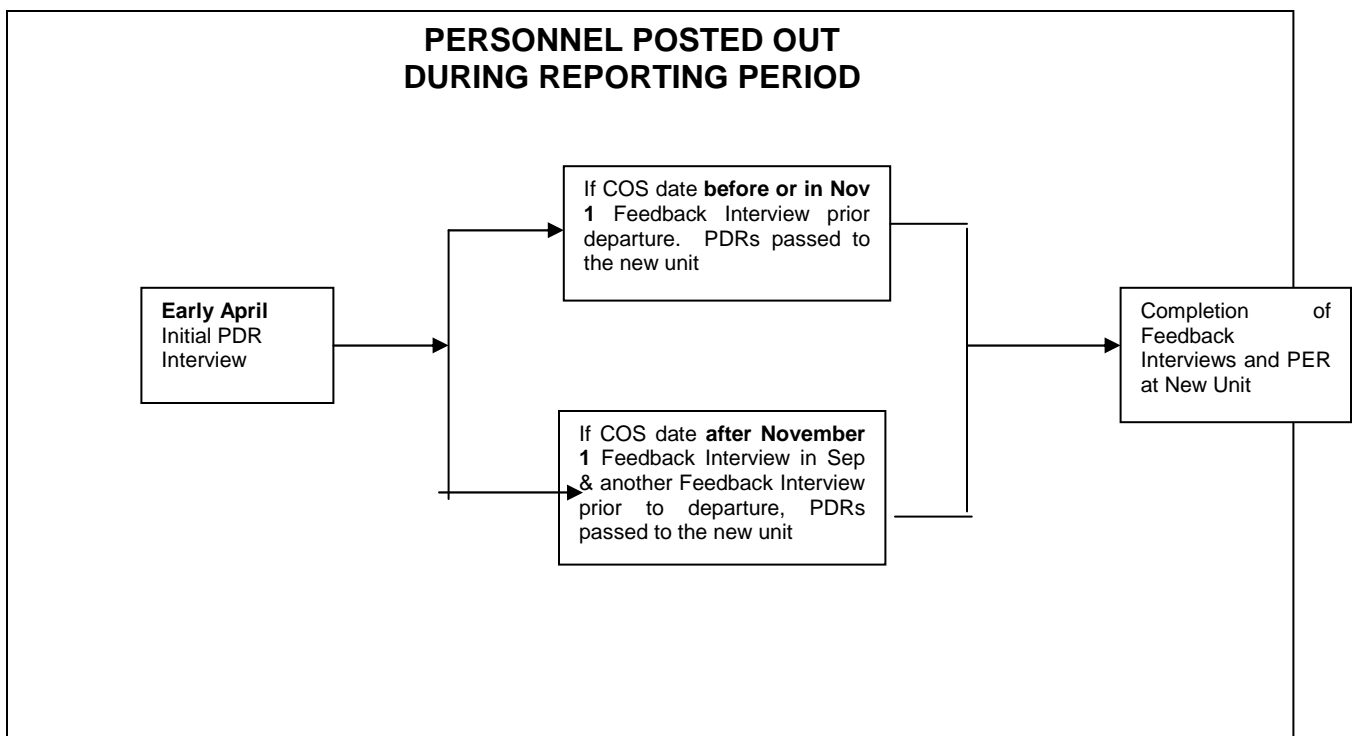


Fig 3



The initial interview that assigns critical tasks should not be conducted at the same time as the PER interview. Not only will a number of subordinates find the PER interview relatively stressful, but the two sessions have very different purposes. Therefore, it is better to discuss critical tasks for the next reporting period sometime prior to the PER interview.



In accordance with [CFPAS](#), **PDRs** are destroyed after two years, and are composed of two documents: a job description and a mid-cycle benchmark assessment. Hence they are kept for the second year only in case of a redress. Divisional notes are kept for five years, and on posting out of the member, they are sealed and dated, and sent with the UPR to the new unit, to be opened only with the new COs approval. The DOR is to be reviewed by the CO at four-month intervals.

**Personnel Evaluation Reports (PERs)**. The PER is an administrative document raised in single copy and forwarded to NDHQ for retention. Copies and extracts are not to be created and maintained at the unit level. The individual being assessed will be provided a copy of the completed, signed PER.

It is the responsibility of a DO to ensure that he/she, the immediate supervisors and the members of the Division have a thorough understanding of the CFPAS. Each XO, HOD, DO, DCPO and all supervisors should have a copy of the [Handbook for the Canadian Forces Personnel Appraisal System \(CFPAS\) A-PC-268-000/JS-000](#) and the [CFPAS Word Picture Booklet A-PC-268-000/JS-000](#). They explain the PER process and describe the correct method for completion of the PER form.

There is a very real distinction between the PDR and PER assessments. The former is used primarily as a development tool. However, the PER shall reflect the potential displayed by the member for promotion as well as an assessment of performance. When completing the PER, information from the PDR Form (the objectives set for the member), and the initial standards for the rank and occupation, and all other pertinent information must be considered.

A member's performance must be judged in accordance with the specifications for the applicable occupation and rank as laid down in the Manual of Military Occupations, A-PD-123-000 Series for NCMs, and A-PD-150004/PP-005 and relevant OSSs in the A-P8-7 1 series for officers. These manuals may be referred to when assigning critical tasks and objectives for personnel. They are available in the Ship's Office/CSOR or from the Training Officer.

The policy for the preparation and submission of PERs is contained at the [CFPAS](#) website.

**SERVICE REQUESTS.** The procedure for service requests has become much less formalized than in the past. Effective leadership ensures that the request is staffed and resolved through the applicable chain of command. Individuals who wish to make a service request, other than leave, should use the following procedure:

State the request verbally to their Divisional CPO/PO. If it is within the authority of the CPO/PO to deal with the request, they shall do so. If not, or if the individual considers

that the request has not been actioned in a timely manner or received a fair hearing, the individual completes a Service Request Form. ([Annex C](#)).

The Divisional PO/CPO adds comments in the appropriate section and forwards it to the DO/HOD. If the DO/HOD has the authority to deal with the request, they shall do so and note their action on the form. If the request is beyond their authority, they shall add comments and/or recommendations and forward it to the Cox'n. If Admin and/or Medical input are required, the DO/HOD will staff the Form for comment prior to submitting it to the Cox'n. The Cox'n will record the form in the CO's Request Book and forward it to the XO.

**NOTE:** This entire process – from the individual's submission to its arrival at the XO's desk- should not take more than 48 hours. The XO will handle the form in a similar manner and forward it to the CO, if necessary.

When the CO/XO has commented/taken action, the request form shall be returned to the Cox'n for final logging of action taken. The Cox'n will then return the form to the Division via the HOD. If the request requires a decision from an authority higher than the CO, the decision shall be communicated to the individual ASAP.

Completed request forms are kept in the individual's Pers File until the person is posted from the Ship. Request forms not yet actioned will remain in the member's pers file.

For other than the most minor requests, the individual shall be interviewed at each step. For Duty Watch replacements, the request form must bear the name and signature of the replacement Duty Person.

All internal actions, including informing the person that a decision of higher authority is required (as applicable) shall be taken within 5 working days from the date of the submission of the request.

**MEMBER'S PERSONNEL RECORD RESUME (MPRR)**. This will be the most current printout of data held in HRMS. It contains engagement information, time in rank, entry to promotion zone (EPZ), security clearance, and occupation qualifications to name but a few of the categories of information included. Copies of the MPRR are available when required from the HRMS.

The Ship's Office/CSOR forwards the MPRR to the DO. The MPRR is reviewed with the member to ensure that it is both correct and up-to-date. After confirming that the MPRR is correct, it must be dated, signed by the member and placed in the UER and a copy shall be fwd to the Ships Office for retention. The old MPRR is removed and destroyed. In the event that a discrepancy is noted, the MPRR should be brought to the Ship's Office/CSOR where it can be checked against the member's file and any recent entries that may have been submitted. The importance of careful review of the MPRR cannot be

over-emphasized. This document is used by Career Managers to assist in making career decisions and must be correct.

**UER (Unit Employment Record)** - The DO is responsible for ensuring that the UER is updated and properly maintained by either the first supervisory level or the DCPO, wherever employment is controlled. The DO and DCPO must be fully aware of the detailed instructions for the maintenance of UERs outlined in [A-PM-245 -001/FP-001, Chapter 6](#). UERs should be reviewed by members each time they have a PDR or PER interview to ensure currency of the content. Its value is directly proportional to the care with which it is maintained and kept current.

The following documents shall be kept in the following order, top to bottom, on the right side of the brown manila folder that makes up the CF 743 UER.

**Form [CF743A](#) Qualification Record Sheet.** With the introduction of automated systems, the requirement to complete a CF743A has been eliminated if a source document already exists. The exception to this is the requirement to still complete a CF743A for promotion to LS.

**Form [CF743B](#) The Current Miscellaneous Entries Sheet** is used for recording skills and courses of a miscellaneous nature which do not have identifying codes and are not entered into HRMS. These could include college/university courses taken, CLC courses or computer training. Frequently, they are courses of a periodic nature such as the following:

- Small Arms Refresher Training;
- Fire Fighting/Leader's Course;

**Form [CF743C](#), The Current Qualification Summary Supplement** lists all qualifications attained by a member, by code and clear title that are authorized for input to the HRMS. The entries are made on the CF 743C on completion of all training prerequisites including any OJT requirements. The qualification, name and code are given in A-DP-123-000 Series. This form contains the same qualifications as those listed in the MPRR and, therefore, these two forms should be identical. Examples of some entries follow:

<b>CODE</b>	<b>TITLE</b>
AEEL	Underwater Warfare Director (UWWD)
AEEG	Surface Ship Command
05356	MOSID 00105 Boatswain QL1 course
AGJL	Environmental Qualification – Sea/Surface
AAKZ	MOSID 00105Boatswain QL4
06058	Naval Boarding Team Supervisor
04177	Middle Management

In the event that a qualification has lapsed, an annotation must be made against the original entry on the CF 743C. These types of entries can only be inputted through MITE.

**Form [CF743D](#), The Current Employment History Record** is used to record types of employment from enrolment to release. This form may be referred to several years after the date of any given entry; therefore, abbreviations should not be used regardless of how common they might seem. Special skills or involvement in occupation-related events or situations such as Operations or Exercises work with unique equipment, or employment out of occupation, shall be recorded if knowledge of the member's participation could be of value to an employer at a later date. Each time the member's rank, unit, or type of employment changes, an entry must be made on the CF 743D.

**On-Job Performance Record (OJPR)** is used to record completion of Performance Objectives as part of the On-Job-Training Standard. Completed copies of all OJPRs are to be kept in the UER under the CF 743 series forms.

## FORM AND DOCUMENTS NOT HELD IN UER

A general description of other User Records available at unit level but held by the OPIs other than the DO or DCPO follows.

**Medical Envelope (CF 2034).** This envelope contains all medical records of the member and its access is restricted to medical personnel only. It arrives at a Ship's Office/CSOR sealed and is passed unopened to the medical authorities for custody and maintenance.

**Dental Envelope (CF526A).** This envelope contains a complete record of dental treatment and a description of the member's teeth current to the last treatment. The Ship's Office/CSOR passes this document to the responsible Dental Unit/Clinic/Sick Bay for custody and maintenance. This document does not normally accompany a member serving at sea.

**Individual Clothing and Equipment Envelope (CF 892).** This envelope contains the member's clothing and equipment loan and issue records. The CF 892 is passed to the Base/Station Supply Office for custody and maintenance.

## ADMINISTRATIVE DOCUMENTS

The following administrative documents are available at the unit level and held in the Ship's Office/CSOR, some of which supply useful information to the DO or DCPO.

**CF 742 Emergency Contact(s) Notification Form (CF742)/**  
**DND 2587 Next of Kin (NOK) Identification Form.** The ECN and NOK forms are available in the [Defence Form Catalogue](#). These forms are administrative documents raised by a member to authorize the release of personal information in the event of death,

serious illness or injury to a specified person. Twice yearly the Ship's Office/CSOR shall publish a Routine Order reminding members to ensure that the ECN and NOK information is current. DO, DCPO or Section Supervisors are responsible for ensuring that the forms are reviewed regularly with their personnel, as they are most familiar with the changing personal circumstances of their staff. Units are also responsible to maintain a current record of forms and update information in HRMS to ensure that appropriate person can be notified in the event of an emergency. Four (4) copies should be made. One for the member, one for the member's pers file, one for the UER and copy is maintained in the Cox'n's Office. The original is held in the NOK Box and is landed to MARLANT HQ or MARPAC HQ whenever the ship leaves port. The procedure for completing the ECN and NOK Forms are on the forms

**Leave Record (CF464).** The primary leave record is continually maintained in HRMS. The recording of leave is the responsibility of the Ship's Office/CSOR, however, DO, DCPO and Section Supervisors should keep track of leave usage to ensure it is being fully taken. More information on leave administration follows later in this chapter. A member on leave shall carry a completed Leave Authorization Form (CF 100). This form specifies the start and finish dates of the leave period, where one may travel, and whether one may wear uniforms, etc. It also details the procedures to be followed in the event of illness or the declaration of an emergency.

**CF Will (CF 30) and Will Certificate (DND 452).** Readers should also familiarize themselves with the contents of [DAOD 7012-0](#). All members must complete either a CAF Will or a Will Certificate. The Will Certificate states that members have either completed a civilian Will and provided information of its location, or that they do not wish to make a Will. Wills and Will Certificates of ships' personnel are maintained in one central location and landed along with the ECN AND NOK forms whenever ships sail.

For these reasons, the DO should encourage Divisional staff to make a Will and to ensure that it is kept current. A change of marital status, death of the beneficiary, and the laws of the province in which the Will is drawn up, can complicate the disposal of an estate.

**Conduct Sheet (CF 459).** This document is only created when its use is necessary. It is prepared in the original only and is retained within the Personnel Records Envelope. It is a record of offenses for which the member has been found guilty and the punishments awarded, as well as listing special acts of gallantry, distinguished conduct and special commendations from the CDS. The policy and procedures for the creation, maintenance and disposal of Conduct Sheets are contained in [DAODs 7006-0](#) and [7006-1](#). The Ship's Office/CSOR is responsible for the upkeep of Conduct Sheets.

**Unit Personal File (UPF) DND 1351 (formerly 703).** This file contains all documentation from enrolment through the member's career to his/her release. Documents are not necessarily common to all members, but are raised on individuals as required. The following are records in the UPF that most concern the DO in addition to PDRs and Divisional Notes (DivNotes).

**Report On Injuries or Exposure to Toxic Material (CF 98).** A Report of Injuries form is prepared as a permanent record of relevant facts pertaining to any injury suffered by a serving member. Regulations require that any member suffering an injury which was treated by a medical service other than military must report to a CAF medical authority for examination as soon as practical thereafter.

DO must impress upon their supervising staff and division the importance of reporting all injuries. What appears to be minor today may, in the future, develop into or contribute to a permanent disability. The granting of a disability pension under the Pension Act depends in part on the ability of the authorities to trace the history of the injury. Lack of evidence may result in delay and possible reduction in benefits that may otherwise have been awarded by the Canadian Pension Commission. Instructions pertaining to the form can be found in [DAOD 5018-2](#). The completed CF 98 shall be forwarded to NDHQ Director Casualty Support Administration (NDHQ/DCSA) within fourteen days of the incident and shall not be delayed because the injured CAF member is unable to make a statement. CF 98 shall be submitted even if the fourteen-day limit is exceeded.

**Course Report (CF 377).** Course Reports are designed to provide CO and DO with information on an individual's performance during a formal training program. The qualifications obtained and supported by the CF 377 must be entered on the appropriate section of the UER, and the CF 377 is filed on the member's UPF.

**Notification of Change of Medical Category (CF 2088).** - CAF medical authorities initiate this form whenever a change of medical category or medical limitation is imposed on a member. It is an important document, as changes in medical categories have far-reaching career implications. The signature of the individual is required on the form acknowledging notification of change in category and/or medical limitations imposed. The CO may have to take action based on the ability of members to function in their occupation and environment with their new category.

## **LEAVE ADMINISTRATION**

DO, DCPO and Section Supervisors attitudes toward leave are very important. Leave is no longer a privilege. It has long been recognized that leave is basic to good health and morale. It is RCN policy that all members will take their annual leave entitlements unless there are explicit operational reasons that preclude the granting of leave. In order to afford members the opportunity to take their leave, leave periods are established in the summer and Christmas time frames that correspond to low tempo operational periods.

If leave is stopped or curtailed, the DO and DCPO must tell their members the reason, if security permits. The suspicion that leave is being withheld for no valid reason or as an unmerited punishment can adversely affect morale. As soon as leave arrangements are definite, effective DOs inform their personnel.

### **Types of Leave**

The regulations governing the granting of leave are found in [DAOD 5060](#) and the Canadian Forces Leave Manual (A-PP-005-LVE/AG-001). These orders define the various types of leave which may be authorized, and describes the following in detail: annual, sick, maternity, compassionate, terminal, rehabilitation, special, short leave and time off. Each of these categories has its own regulations which DO, DCPO and Section Supervisors should fully understand.

### **Leave Schedules**

Sufficient personnel must be available to perform the duties required to maintain the ordered state of readiness. It is the responsibility of DO, DCPO and Section Supervisors to monitor the amount of leave taken by divisional members to ensure all annual leave is utilized, unless operations dictate otherwise. The DO should schedule leave with the assistance of the DCPO in consideration of all available information as follows:

- The leave periods assigned to the ship or unit;
- The key billets which must be filled, and the essential services to be maintained during the leave periods;
- The minimum permissible number of personnel required on board/at the unit;
- Leave should be distributed as fairly as possible with personal preferences considered and given priority, if possible;
- Provision is made for emergencies;
- All annual leave is expended in the current leave year; and
- Upon request, and subject to military requirements, at least 10 days annual leave shall be granted during the months of July and August.

### **Travel Assistance for Leave**

There are some entitlements available to assist members in reuniting with dependants or next of kin through reimbursement of a portion of the cost of the return trip and thereby enhancing the benefit and purpose of leave.

### **Compassionate Leave Travel**

CO may grant CAF members up to 14 calendar days of compassionate leave, to provide sufficient time away from the workplace when this is necessitated by urgent and exceptional personal reasons [QR&O 16.17](#) refers. Personnel on compassionate travel are entitled to transportation at public expense by the most economical means possible, to and from the location in Canada where their presence is required in accordance with the conditions specified in [CBI 209.51](#). Arrangements for compassionate travel bookings should be made by the DO or DCPO through the Ship's Office during normal weekday working hours, and through the Officer of the Day outside working hours. CTA is normally limited to two (2) trips (cumulative) for the same immediate family member's compassionate scenario (serious illness/death).

## Family Care Assistance

Adequate personal preparation is critical to the operational readiness and effectiveness of a CAF member. It enhances a member's state of readiness to be absent for duty reasons and the well-being of the family during such absences. In the event that personal circumstances arise that temporarily limit a member's deployability or ability to perform duties, the CAF offers substantial flexibility to help members satisfy their family care needs in the form of a contingency cost move or compassionate status, with or without posting action. All Regular Force and Primary Reserve members shall complete Part I of form [DAOD 5044-1A](#), Family Care Plan Declaration. Further information can be found in [DAOD 5044-1](#).

## Recall from Leave to Duty

CAF members on leave may be recalled to duty only for imperative military requirements and only if their CO personally directs such a recall. Reimbursement will be made for expenses additional to those that members would have been expected to incur had they not been recalled from leave. Claims for reimbursement under this article must be submitted to the Ship's Office/CSOR in accordance with instructions in [QR&O 16.01](#), [CBI 209.54](#)

## REFERENCES

<a href="#">QR&amp;O 16</a>	Types of Leave
<a href="#">QR&amp;O 16.01</a>	Recall from Leave
<a href="#">DAOD 5018-2</a>	Report of Injuries and Exposure to Toxic Substances
<a href="#">DAOD 5044-1A</a>	Families
<a href="#">Form DAOD 5044-1A</a>	Family Care Plan Declaration
<a href="#">DAOD 5060</a>	Leave
<a href="#">DAOD 2016-11</a>	Service Airlift -Personnel
<a href="#">CBI 209</a>	Compassionate Leave Transportation
<a href="#">CBI 209.50</a>	Transportation On Leave
<a href="#">CBI 209.54</a>	Reimbursement of Expenses When Recalled From or on Cancellation Of Leave
<a href="#">CBI 209.335</a>	Family Care Assistance (FCA)



[A-PM-245-001/FP 001, Chapter 16](#)

Leave Authorization Form, CF 100

[A-PM-245-001/FP 001, Chapter 6](#)

Unit Employment Record

[A-PM-245-001/FP 001, Chapter 10](#)

Member's Personnel Record Resume

(MPRR)

[A-PP-005-LVE/AG-001](#)

Canadian Forces Leave Manual

**ANNEX A TO CHAPTER 6**

## DIVISIONAL RECORD SHEET

(BIOGRAPHICAL SECTION TO BE COMPLETED IN PENCIL)

SURNAME		GIVEN NAMES		SERVICE NUMBER	
RANK	MOSID	MOSID LEVEL	ENROLMENT DATE	TYPE OF ENROLMENT & EXPIRY DATE	
SENIORITY	DATE JOINED	DOB (D M Y)	RELIGION	EDUCATION LEVEL:	PROV. LEVEL:
PREVIOUS UNIT		AWARDS & DECORATIONS		CD/CLASP/DUE	
REQUIREMENTS FOR PROMOTION/ADVANCEMENT (LIST ALL OSQ CERTIFICATES & OPDPs. FOR MARS OFFICERS, INCLUDE COMMAND EXAM STATUS)				TIME REQUIRED FOR PROMOTION (MOS)	
				DATE EPZ	
TITLE	COMPLETED	TITLE	COMPLETED	TITLE	COMPLETED

MARITAL STATUS: _____  SPOUSE (GIVEN NAMES): _____  EMPLOYMENT: _____ _____ _____		CHILDREN:  <table border="1"> <thead> <tr> <th>NAME</th> <th>SCHOOL GRADE</th> <th>AGE</th> </tr> </thead> <tbody> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>		NAME	SCHOOL GRADE	AGE	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
NAME	SCHOOL GRADE	AGE																			
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_____	_____	_____																			
_____	_____	_____																			
HOME ADDRESS _____ _____ _____ PHONE# _____																					
HOBBY / SPORTS / OUTSIDE INTERESTS	POSTING PREFERENCES & FACTORS AFFECTING POSTINGS:	ID. PICTURE																			
PRESENT EMPLOYMENT: _____ DATE: _____ _____ _____																					
STATUS & LOCATION OF WILL																					

**PROTECTED B**  
 (when complete)

**ANNEX B TO CHAPTER 6**

**PROTECTED B**  
(when complete)

**DIVISIONAL OFFICER'S NOTES**

SERVICE NUMBER	NAME	RANK	MOC
DATE	COMMENTS		

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**PROTECTED B**(when complete)

**ANNEX C TO CHAPTER 6**

**SERVICE REQUEST FORM**

<b>TO BE COMPLETED BY APPLICANT</b>					
<b><u>DEPARTMENT:</u></b>	<b><u>SN</u></b>	<b><u>RANK</u></b>	<b><u>SURNAME</u></b>	<b><u>INT</u></b>	<b><u>TRADE:</u></b>
<b>REQUEST</b>				<b>EFFECTIVE DATE</b>	
<input type="checkbox"/> Reclassification to AB:				_____	
<input type="checkbox"/> Voluntary Release(Memorandum Required):				_____	
<input type="checkbox"/> Other (State briefly below):				_____	

		Date _____	Signature _____
<b>TO BE COMPLETED IN DEPARTMENT (RECOMMENDATIONS, DECISION OR REMARKS)</b>			
Section Supervisor:  _____ Date: _____			
Supervisor Dept CPO  _____ Date: _____			
Supervisor Div Off/Dept Head  _____ Date: _____			
<b>ADMINISTRATION OFFICE</b>  <input type="checkbox"/> Qualified I.A.W. Regulations <input type="checkbox"/> Other	<b>MEDICAL</b>  <input type="checkbox"/> Fit <input type="checkbox"/> Unfit Comments:	<b>COXSWAIN</b>  <input type="checkbox"/> Pass to _____ <input type="checkbox"/> I wish to see member <input type="checkbox"/> Recommended <input type="checkbox"/> Other (amplify)	
Date _____		Signature _____	
<b>EXECUTIVE OFFICER</b>		<b>COMMANDING OFFICER</b>	
<input type="checkbox"/> Pass to CO <input type="checkbox"/> Will see member <input type="checkbox"/> I wish to see member with  <div style="border: 1px solid black; width: 100px; height: 20px; margin: 5px auto; display: flex; justify-content: space-between; font-size: 8px;"> <span>Div Head</span> <span>Coxswain</span> </div> <input type="checkbox"/> Approved: <input type="checkbox"/> Other (amplify)		<input type="checkbox"/> Approved:  <input type="checkbox"/> Other (amplify)	

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Signature

Date

Signature

Date

---

## **CHAPTER 7**

### **CAREER ACTION PROCEDURES**

#### **INTRODUCTION**

Every member of the CAF throughout their careers will have to deal with administrative procedures outlined in this section. Divisional CoC should be aware and understand the outlined career actions outlined in this chapter and their related references and agencies outside the unit that can affect or initiate some of these administrative actions.

#### **CAREER MANAGERS**

The aim of career management is to ensure that, within the constraints of available trained personnel, the CAF operational requirement for the right person in the right position is met..

The actual process of career management is exercised within the Director of Military Careers (D Mil C) by a three-tiered system of career managers. Each career field is managed by a section head (Cdr) who controls two or more sub-sections headed by a LCdr. Each LCdr supervises the work of a group of CPO1 to CPO2 career managers, who conduct the majority of the day-to-day career management of the personnel in the military occupations assigned to them.

Direct communication between individuals and their career managers is permitted only once the chain of command is informed. It is normally at the Career Managers' discretion as to the level they will communicate with members of the Occupation(s) for which they are responsible. For example, a CM may take calls directly from Section/Department Chiefs and POs, but not from MS and below. Discussions could pertain to normal career considerations for posting, counselling, occupation transfer, coursing, etc. promotion List standings will only be released to the individual in question.

#### **COMMAND & FORMATION MILITARY OCCUPATION MANAGERS**

The Command Occupation Managers are important elements of a personnel system designed to be reactive to problems experienced within an Occupation. Specifically, they advise on matters of morale and training within the occupation to the Branch Advisor. As well, the Formation Occupation Advisors on each Coast have a direct link to the units to determine the health of the occupation, and to convey that and other information to the Command level. [MARCORD 4-1](#) sets out the terms of reference for the Occupation advisors and the administrative procedures they must follow when providing advice. First, they must liaise with the appropriate authorities within their Home Port Division responsible for their Occupation within the Formation. Occupation advisors also maintain close communications with the appropriate Career Manager. In addition, they should occasionally conduct question and answer periods with the Fleet School courses and attend, if requested, Ship's Personnel Development Days.

When dealing with Formation Occupation Advisors, it is important to remember that they are not a route to evade the chain of command when dealing with career managers on specific personnel problems. If it is a question of career management, it is a matter for the CO through the Divisional System.

## **RE-ENGAGEMENT**

DOs, DCPOs and Section Supervisors must be familiar with the terms of service under which Divisional members are serving. Depending upon initial engagement and career plan, and any subsequent conversion to the Other Ranks Career Development Plan, re-engagement is a process that may vary widely among members of the Division. DOs and DCPOs are encouraged to become knowledgeable about the re-engagement process as it applies to each individual, familiarizing themselves with [CFAO 6-2](#) and consulting with administrative staffs.

Regardless of the complexity in determining individual status, it is an exercise which DOs and DCPOs should conduct initially when reviewing each member's documents upon taking over a Division, and subsequently when new members join. It is a DO's responsibility to ensure that all subordinates are aware of their terms of service, the implications of re-engagement, conversion, etc., and of the commitment which accompanies any change of status. The DO must also be prepared to initiate appropriate action or question the lack of anticipated action by higher authority with regard to this aspect of career management.

## **RELEASE**

Members are entitled to be released at the end of the term of service for which they enrolled or re-engaged except during a national emergency. There are five basic items for [release](#) as follows:

- ITEM 1 - Misconduct
- ITEM 2 - Unsatisfactory Conduct
- ITEM 3 - Medical
- ITEM 4 - Voluntary
- ITEM 5 - Service Completed

The determination and assignment of the release items for individual cases can be a complex and subtle exercise that may have a profound impact upon an individual's future. In each case, the assignment of the proper item is necessary for the good of the CAF and/or the individual. Release items are primarily assigned by COs on recommendations from:

- DOs;
- Medical Officers, in the case of Item 3; and
- NDHQ (following recommendation from COs in the case of Items 1 and 2).



Effective DOs, DCPOs and Section Supervisors are very familiar with [QR&O 15](#), [CFAO 15-2](#) and [CFAO 15-4](#) use the expertise of their administrative staff or that of their supporting base.

## **RELEASE ENTITLEMENTS**

The determination of entitlements on release is dependent on many factors and is a complex task. A few items for consideration include the following:

- Rehabilitation leave;
- Pensions;
- Return of contribution;
- Supplementary Death Benefit Plan;
- Canadian Forces Superannuation Act;
- Public Service Health Care Plan;
- Movement and Transportation; and
- Second Career Assistance Network.

Regulations on entitlements are subject to change. Several useful references are listed at the end of this chapter. Due to the complexity of release items and changing entitlements it is recommended that advice be sought from the administration staffs of the Ship's Office/CSOR and the Base Release Section.

The Release Section of the supporting base will provide the releasing member with the necessary information or clarification of any matter pertaining to the release process.

Personnel proceeding on release are normally posted to the Release Centre of the support base 10 working days prior to the commencement of Terminal Leave. The Release Centre does not arrange medical and dental appointments. This is an individual's responsibility.

## **TRANSFER TO THE RESERVE FORCE**

A member of the Regular Force being released may apply for transfer to a sub-component of the Reserve Force if certain criteria are met. The following orders contain policy and procedure for transfer: (For component transfers from the Reserve to Regular Force refer to Chap 13).

Primary Reserve - [CFAO 49-10](#) and [49-11](#);  
Supplementary List – DAOD 5002-4; and  
Cadet Instructor List (CIL) and Civilian Instructors for Cadets (CIC)- [CFAO 49-6](#).

DOs should ensure that Divisional members are aware of the opportunities and advantages of applying for transfer to the Reserve Force listed in Annex C to [CFAO 15-2](#).

## DIVISIONAL RESPONSIBILITIES

The primary responsibility of DOs, DCPOs and Section Supervisors with respect to release is to ensure that Divisional members are well informed and have received appropriate briefings by the release centers to ensure they do not take ill-considered action in terms of a release item that could affect their entitlements and civilian future. Every attempt must be made within the Divisional System to counsel the individuals, including a mandatory personal interview with the CO.

DOs, DCPOs and Section Supervisors must also ensure that Divisional staff is aware of policy wrt all entitlements and benefits provided by the CAF on release.

## PROMOTIONS

A **promotion** is the advancement of a members [rank](#) or position in an organizational [hierarchy](#) system. Guidelines for promotions are outlined in QR&O 11.02. Whether be an officer or non-commissioned member, the following base rules:

- a. there is an appropriate vacancy in the total establishment for the member's component;
- b. the member is recommended by the appropriate authority; and
- c. the member meets such promotion standards and such other conditions as the Chief of the Defence staff may prescribe.

CFAO's and MARCORD listed in the references amplify those requirements. Divisional chain should be conversant with those regulations.

## REFERENCES

<a href="#">QR&amp;O 15</a>	Release
<a href="#">ADM(HR-Mil) Instr 05/05</a>	Re-engagement
<a href="#">CFAO 11-15</a>	Home Port Division
<a href="#">CFAO 15-2</a>	Release Regular Force
<a href="#">CFAO 15-4</a>	Release by Age and Length of Service - NCMs

<a href="#">CFAO 49-4</a>	Career Policy NCMs Regular Force
<a href="#">CFAO 49-6</a>	Terms of Service Cadet Instructor List (CIL) and Civilian Instructors for Cadets (CIC)
<a href="#">CFAO 49-10</a>	Terms of Service Officers Primary Reserve
<a href="#">CFAO 49-11</a>	Terms of Service NCMs Primary Reserve
<a href="#">DAOD 5002-4</a>	Terms of Service Supplementary Reserve
<a href="#">MARCORD 49-01</a>	Accelerated Promotion
<a href="#">MARCORD 4-1</a>	Occupation & Personnel Management
<a href="#">A-PM-245-001</a>	Military Human Resources Records Procedures

The following reference is not available in electronic format:

Occupation Profiles- Progression in the Sea Going Military Occupations (MARCOM HQ/DCOS P&T)

## **CHAPTER 8**

### **POSTINGS AND PERS MANAGEMENT**

#### **INTRODUCTION**

The purpose of this chapter is to give a very brief outline of the personnel accounting and assignment system of the Canadian Armed Forces, Naval personnel management and how it can affect the DO, DCPO and Section supervisors.

#### **ESTABLISHED POSITIONS**

Established positions are jobs to which members may be posted. Each position is to be filled by a specific type of person whose rank, occupational knowledge and qualifications fulfil the requirements of that position. The assignment of individuals to establishments and the accounting of these personnel are performed by NDHQ, D Mil C. This method of assignment does not provide for assignment of personnel to meet temporary personnel requirements. Additional methods of assignment are available to give COs at all levels the means of assigning personnel to meet temporary requirements. To provide for all circumstances, four methods of assigning personnel are available as follows:

- Posting;
- Position change;
- Attached posting; and
- Temporary duty.

Chapter 7 Annex A through D of the [A-PM-245 MHRRP](#) explain the various methods of postings and the authority to issue them. Divisional CoC should be aware and cognizant of the reference.

The differences in these methods of assignment are the duration and intent of the assignment, as well as the requirements for administrative support of the member during the assignment as follows:

#### **POSTINGS**

A posting is the normal method of assigning a member to or between UICs, establishments and geographic locations.

#### **POSITION CHANGES**

The position change is the method of personnel assignment used to reassign a member from one position to another within the same UIC, no move of the member or of the member's dependants is required.

## **ATTACHED POSTINGS**

The attached posting is a method of assignment of a member within the CAF to perform a duty outside of his normal unit for a period normally less than one year in duration. The individual on Attach Posting continues to fill his position at his place of permanent duty with his parent unit.

## **TEMPORARY DUTY**

Temporary duty (TD) is the assignment of a member who is to attend a course or perform a duty for a period of six months or less at a location other than the member's permanent place of duty or employment..

## **ASSIGNMENT TO COURSES**

When CAF members are assigned to attend a course not exceeding six months at a training unit co-located with the unit to which the member has been posted, the member shall not be on temporary duty, but shall only be directed to attend the course. However, when the training unit is at a location other than the member's permanent place of duty, assignment shall be temporary duty. In exceptional circumstances, personnel may be authorized to attend a course in excess of six months on TD assignment; however, this requires NDHQ approval. If the course duration exceeds six months, the member will be posted.

## **COMPASSIONATE POSTINGS**

A compassionate posting is a posting generated or cancelled to alleviate the personal problems of a CAF member or the member's immediate family. [DAOD 5003-6](#) refers.

When a member has a personal problem that might be alleviated by a compassionate posting, the decision on the action to be taken rests with NDHQ. If the member's situation cannot be relieved by posting action and military requirements cannot be met by the member, the decision to affect release rests with NDHQ and such release will be of a compulsory nature.

A posting resulting from compassionate circumstances will be for a maximum of two years, after which time the compassionate circumstances will be deemed to have lapsed and the member will be advised by NDHQ that compassionate status has terminated. When on compassionate status, a member is unavailable for promotion and unrestricted employment.

A member's compassionate status may be removed at the CO's request, subject to social, medical or legal substantiation as applicable. The compassionate status may be extended by NDHQ for an additional year if the member applies and the CO approves.

### **CONTINGENCY COST MOVES (CCM) (frequently called QUALITY OF LIFE MOVES).**

Recent Quality of Life (QOL) initiatives resulted in the issuance of [DAOD 5003-6](#) to assist CAF members when existing procedures cannot accommodate a member's special family needs. Cost Contingency Moves (CCMs) have been introduced for members who require a posting due to personal circumstances that do not meet the criteria to qualify for a compassionate posting. CCMs are funded from the annual cost move budget, wherein a very limited number of moves are reserved for contingency purposes. Normally, a CCM will be the same length tour of duty as a routine move, as it is anticipated that the personal problem that precipitated the CCM will be resolved during the tour of duty. If this is not the case, the member's situation is reviewed at ADM (HR-Mil). Procedures to apply for a CCM are identical to those for compassionate postings. In order to receive a CCM, the CAF member must be deployable.

### **POSTING – MOVEMENT OF HOUSEHOLD GOODS AND EFFECTS (HG&E)**

Significant progress has been made in the CAF to minimize financial losses to members as a result of a posting. Removal expenses and financial assistance to individuals are intended to minimize the impact of relocation. Major features of assistance such as house-hunting trips, real estate and legal fees, moving grants and rent/lease liability are extremely complicated and change frequently.

In preparation for a move on posting, and on receipt of a posting message, CAF members shall arrange, at the earliest convenience, an appointment with the on-base relocation specialist. This will ensure sufficient time prior to the posting date for members to initiate a House Hunting Trip (HHT), movement of HG&E, and prepare to sell their residences, as applicable. DOs, DCPOs and Section Supervisors should stress to their members that no financial commitments stemming from postings are to be made until the posting message is received.

The continuity of education for dependants is a major concern during geographical postings. Certain options and benefits can be found on Dependant Education Management Website.

French Immersion Programs up to Grade 8 may be provided at certain schools and locations in accordance with provincial regulations. However, many School Boards and DND Schools offer only limited immersion programs at junior grades. Francophone schools such as Ecole Victor Brodeur in Esquimalt and Ecole Carrefour du Grand Havre and Beau Basin in Halifax/Dartmouth are not immersion programs. To attend, at least one parent must be Francophone and the student must understand French. In order to

prevent confusion or disappointment, Base Education Officers and the schools concerned should be consulted early in the movement process for precise details.

## **HOME PORT DIVISION**

The Home Port Division (HPD) Policy as outlined in [CFAO 11-15](#) pertains to all naval occupations except officers, Chief Petty Officer 1<sup>st</sup> Class and the CL DIV MOSID 00342. The primary objective of this concept is to provide improved posting stability for naval personnel. HPD means one of two geographic areas to which NCMs will be career-assigned as follows:

- HPD (East): Which includes all ships, units, bases and stations under the command of the Commander/MARLANT; and
- HPD (West): Which includes all ships, units, bases and stations under the command of the Commander/MARPAC.

During QL 3 training or on completion of Phase 9 of the Marine Engineering Technician Training Program (METTP), members will be required to indicate an initial preference for HPD which is to be included on the member's course report (CF 377). Subject to Service requirements, initial fleet postings may correspond to a member's HPD preference. Once members have received an HPD assignment, they may submit, through the Divisional System, a request for voluntary reassignment of HPD.

Annual occupation promotion/terms of service boards produce separate lists for each HPD from which promotion, eligibility for further terms of service and career decisions are determined.

When a member is posted outside the assigned HPD, the HPD assignment will not change as a result of the posting. The posting duration will not be changed without consultation between the member's CO and the appropriate career manager.

## **PERSONNEL COORDINATION CENTERS**

The PCCs are responsible to Commander MARPAC and responsive to the Formation Commanders for the accomplishment of assigned functions.

These centers are responsive to evolving operational demands, project priorities and individual / collective training schedules. These centers also provide an HR management construct with clearly defined lines of responsibilities. Each center is responsible for personnel demands within its area of responsibilities with the National center located in Ottawa who also handles Operational demands and coordination of personnel with other elements of the CAF.

## **Personnel Employment Management and Coordination**

Career Managers post members of the CAF into Establishment Positions on behalf of Chief of Military Personnel. This is done to provide experience and training to meet the requirements set out in Military Personnel Management Doctrine. Within the RCN, PCCs are authorized to manage the regional employment of officers and NCMs to facilitate Force Generation requirements. Employment management and coordination guidelines are detailed below.

### **Management and Coordination of Local Work**

Units may request additional local personnel resources from PCC to facilitate work that would not normally meet the criteria established in accordance with the incremental tasking request process. PCC incremental tasking cell shall be the OPI for allocating personnel to these work requests. PCC shall coordinate work requirements with local Personnel Awaiting Training (PAT) / Personnel Awaiting Disposition (PAD) / Basic Training List (BTL) coordinators and other personnel organizations to accomplish this work. The local work request form is on the PCC website.

### **Naval Training**

The PCC will be responsive to evolving FG demands from Individual Training Fleet Personnel Requirements (ITFPR), individual refresher training as listed in Naval Personnel Instructions (NPI's), professional development and major capital project (MCP) training. PCC shall facilitate the optimization of training opportunities to maximise efficient Force Generation. It is the responsibility of the PCC to fill vacancies or create opportunities within ships to provide experiential sea time and the advancement of OJT requirements. This may necessitate PCC removing/rotating personnel from units to meet FG training requirements based on Fleet priorities. PCC's are authorized to apportion personnel to units as required to optimize training capacity.

### **Employment and Management of Personnel**

- PCCs manage the employment of officers and NCMs under the following circumstances:
  - detached personnel;
  - personnel posted to FA(A) or FA(P);
  - to fill positions left vacant within Units due to:
    - Mata/Pata;
    - MEL/TCAT;
    - personnel on course;
    - Safety Sensitive Drug Testing (SSDT) failures;
    - Repatriation;
    - gapping;



- other reasons;
- in support of experiential training and/or OJT;
- in support of projects;
- BTL employment;
- PAT;
- PAD; and
- where direct supervision and consistent divisional representation would be in the best interest of the unit and or the member.

### **MEDICAL EMPLOYMENT LIMITATIONS (MELs)**

Medical employment limitations are assigned with the aim of providing greater sufficient detail to provide safe, meaningful employment and training for personnel with medical restrictions. Rather than assign blanket medical employment limitations that preclude a range of possible employment options such as unfit shipboard employment; CF Health Services Centre (CF H Svcs C) will include descriptive statements that permit Commanding Officers to employ personnel to their best advantage, given the members medical condition. These MELs will consider: proximity to medical treatment, frequency of medical care required, complexity of care required, workplace conditions and limits in the scope of duty. MELs must be respected at all times in order not to aggravate an existing medical condition.

Personnel for whom RTW is medically prescribed shall have their RTW coordinated by IPSC as outlined in chapter 10.

Every effort will be made to have the member remain with their ship/unit. CF H Svcs may assign the limitation of fit alongside (FA) to personnel that would otherwise be categorized as unfit sea (UFS).

### **DIVISIONAL RESPONSIBILITIES**

The rules and procedures governing the assignment and movement of CAF personnel are complicated. DOs, DCPOs and Section Supervisors must liaise with the CSOR to ensure personnel receive counselling on all aspects of their assignment. Chapter 6 of this Guide also contains further information on personnel documentation. DOs, DCPOs and Section Supervisors should also be aware that the individual circumstances that precipitated the posting request will have to be considered as these can influence decisions regarding the retention or loss of sea duty or special allowances as a result of a posting. Compensation and benefits specialists are available for assistance.

The DO, DCPO and Section Supervisors are responsible for:

- updating the Unit Employment Record(UER);
- completing the Personnel Evaluation Report as required;
- completing a Divisional Record Sheet; and

- completing all other miscellaneous records.

More information on specific details can be obtained from additional references that follow.

## REFERENCES

<a href="#">CFAO 20-5</a>	Temporary Duty
<a href="#">CFAO 20-6</a>	Posting Policy-Tour Lengths Fixed/Non-Fixed
<a href="#">CFAO 20-12</a>	Transportation of Personnel
<a href="#">CFAO 20-15</a>	Shipment of Baggage
<a href="#">CFAO 56-28</a>	Investigation of Compassionate Problems
<a href="#">CFAO 209-6</a>	Local Move
<a href="#">CFAO 209-11</a>	Movement Grant
<a href="#">CFAO 209-20</a>	Interim Lodgings Meals & Incidentals
<a href="#">CFAO 209-26</a>	Transportation Entitlements and Travelling Expenses – Move of Members on Posting
<a href="#">CFAO 209-28</a>	Financial-Movement of HG&E
<a href="#">CFAO 209-29</a>	Claims for Long-Term Storage of F&E
<a href="#">CFAO 209-36</a>	Additional Transportation Entitlements on Restricted Postings
<a href="#">CFAO 209-45</a>	House-Hunting Trip
<a href="#">DAOD 5003-6</a>	Compassionate Posting
<a href="#">DAOD 7004-02</a>	Compensation for Loss Damage to Personal Property
<a href="#">CANFORGEN 056/09</a>	Career Management of the Ill and Injured
<a href="#">CANFORGEN 114/11</a>	Posting to Joint Personnel Support Unit
<a href="#">MARCORD 59-04</a>	Posting Policy Medically Unfit Sea Personnel
<a href="#">MARCORD 5200-1</a>	Overview Personnel Coordination Centre
<a href="#">MARCORD 59-6</a>	Royal Canadian Navy Personnel Tasking governance
<a href="#">CBI 208</a>	Separation Expense
<a href="#">CFTDTI</a>	Travelling Expenses - Daily Rates and Conditions
<a href="#">CFTDTI</a>	Incidental Travelling Expenses
<a href="#">TR POL 002/96</a>	Liability for Rent
<a href="#">TR POL 002/96</a>	Real Estate and Legal Fees

[TR POL 002/96](#) Rent in Advance of a Move

[Dependent Education Management](#)

[CFIRP](#)

Postings, Posting Change, Temporary Duty, COS Dates, Established Positions,  
Assignment on Course and Attached Posting are at

[A-PM-245-001](#) Military Human Resources Records Procedures

## CHAPTER 9

### PERSONNEL SELECTION SERVICES

#### INTRODUCTION

The main programs that Base Personnel Selection Officers are responsible for are:

- assessing military personnel under the Canadian Forces Personnel Selection System ([DAOD 5002-5](#));
- administering the Second Career Assistance Network Programme ([DAOD 5031-4](#)); and
- administering the Canadian Forces Continuing Education Program ([DAOD 5031-5](#)).

These services are provided at every Canadian Forces Base. For the RCN, these services are provided by the [Formation Personnel Selection Officer \(FPSO\)](#) in Halifax and the [Base Personnel Selection Officer \(BPSO\)](#) in Esquimalt. Personnel Selection services to NAVRES units are provided by a Base Personnel Selection Offices across Canada, as listed in Annex A.

#### CANADIAN FORCES PERSONNEL SELECTION SYSTEM

Personnel Selection Officers perform the assessment of CAF members for a wide variety of in-service selection programs. These include commissioning programs for NCMs (Commissioning from the Ranks Plan, University Training Plan – NCM, Continuing Education Training Plan, Special Commissioning Plan), voluntary occupation transfer programs, including Component Transfers from the Regular Force to the Primary Reserve, compulsory occupation transfer, and special employment (JTF2, CSOR, Conduct After Capture Instructor, Close Protection). Each of the voluntary programs has eligibility criteria, required forms and documents, and program deadlines. Interested personnel should check the FPSO/BPSO websites for the most current program information.

The Personnel Selection assessment includes confirmation of eligibility, psychological testing, an interview, and the production of a report or letter. The FPSO/BPSO help to make the process as easy as possible for the member and the member's unit. The FPSO/BPSO can book counseling appointments with members to help them plan their career objectives and to clarify eligibility requirements. All of the necessary forms are available at the FPSO/BPSO websites. The FPSO/BPSO will ensure that all necessary forms are completed correctly prior to the interview. For members who have to write the Canadian forces Aptitude Test (CFAT), practice tests and other preparatory aids are

available. When the report or letter is returned to the unit, detailed instructions for its disposition are included.

Members who are not undergoing Remedial Measures and who are eligible for voluntary programs have the right to apply to these programs. The member's chain of command has the opportunity to provide their assessment of an applicant and should inform the Personnel Selection Officer of any concerns. The member's chain of command cannot prevent a member from applying. Voluntary programs are competitive and weak applicants are not normally selected.

## **SECOND CAREER ASSISTANCE NETWORK PROGRAMME**

The main services offered are the Second Career Assistance Network (SCAN) seminar and Medical SCAN seminar and access to Veteran's Affairs Canada (VAC) Career Transition Services. The SCAN seminar is a two day information session providing CAF members with current release procedures, services and benefits for transition from military to civilian life. The Medical SCAN seminar is a one day seminar providing information on medical support services for CAF members being medically released. Seminar schedules and registration procedures are posted on the FPSO/BPSO websites.

Currently, VAC has contracted Right Management to offer eligible Regular and Reserve Force members a three day Career Transition Workshop, which includes Career Assessment, Resume Basics, Job Search Strategy, Interview Strategy, Resume and Interview Clinic. Right Management also offers individual career counseling and job finding assistance. Members must register with Right Management to receive these services. The FPSO/BPSO has information on eligibility and registering, as well as workshop schedules.

Members should check the FPSO/BPSO website for other SCAN services that are available. Services are well-advertised on Halifax and Esquimalt bulletin boards and Routine Orders.

## **CANADIAN FORCES CONTINUING EDUCATION PROGRAM**

Education reimbursement is available for Regular Force and Primary Reserve members. It is possible to claim reimbursement both while serving and after release. Programs of study must be in the interest of the CAF. Members may be reimbursed for civilian certification of their military training and members of military occupations with no civilian equivalent may choose any civilian occupation for certification. In all cases, the expenses must also be in accordance with an approved Individual Learning Plan (ILP). Reimbursement programs currently in place for eligible Regular Force and Primary Reserve members are as follows:

- [Education Reimbursement](#) - **Regular Force** members who wish to upgrade their education or professional qualifications while serving.

- [Skills Completion Program](#) - **Regular Force** members who wish to upgrade their military skills and experience to a civilian equivalent or certification level for “Second Career” civilian employment. Note that this program has very specific time lines and deadlines post-release that must be met in order to receive reimbursement
- [Education Reimbursement](#) - **Primary Reserve** members who wish to obtain a Bachelor or Masters degree or diploma at a university, college or other education institution.
- [Advanced Degree \(Part Time\) Program](#) – Officers of the **Regular Force** who wish to obtain an advanced degree (e.g. Master or Doctorate level).

The FPSO/BPSO Education Officers provide expert advice on education programs. They can advise on the programs that are eligible for reimbursement and can assist in completing an ILP. Members are strongly encouraged to make a counseling appointment before starting an academic program.

## CONCLUSION

The foregoing covers the main programs administered by the Halifax FPSO and Esquimalt BPSO. As members of the Formation/Base Administration staff, they will have other duties assigned to them. The FPSO/BPSO websites are excellent sources of information about programs and services. The FPSO/BPSO encourages members to book counseling appointments to help them plan their career goals. FPSO/BPSO staffs are available to provide professional development briefings to units on the services that they provide.

## REFERENCES

- |                             |  |
|-----------------------------|--|
| <a href="#">DAOD 5002-5</a> | Canadian Forces Personnel Selection System   |
| <a href="#">DAOD 5031-4</a> | Second Career Assistance Network Programme   |
| <a href="#">DAOD 5031-5</a> | Canadian Forces Continuing Education Program |

**ANNEX A TO CHAPTER 9****PERSONNEL SELECTION (PSEL) SERVICES SUPPORT UNITS FOR NAVRES**

<b>NAVRES Unit</b>	<b>Location</b>	<b>PSEL Support Unit</b>
HMCS Malahat	Victoria	BPSO CFB Esquimalt
HMCS Discovery	Vancouver	39 CBG PSO
HMCS Nonsuch	Edmonton	BPSO CFB/ASU Edmonton
HMCS Tecumseh	Calgary	CFB Wainwright BPSO
HMCS Unicorn	Saskatoon	WPSO Winnipeg
HMCS Queen	Regina	WPSO Winnipeg
HMCS Chippawa	Winnipeg	WPSO Winnipeg
HMCS Griffon	Thunder Bay	WPSO Winnipeg
HMCS Prevost	London	BPSO ASU Toronto
HMCS Hunter	Windsor	BPSO ASU Toronto
HMCS Star	Hamilton	BPSO ASU Toronto
HMCS York	Toronto	BPSO ASU Toronto
HMCS Catarauqui	Kingston	BSPO ASU Kingston
HMCS Carleton	Ottawa	PSO 33 CBG
HMCS Donnacona	Montreal	BPSO CFB St-Jean
HMCS Radisson	Trois-Rivieres	BPSO CFB Valcartier
HMCS Montcalm	Quebec	BPSO CFB Valcartier
NAVRES HQ	Quebec	BPSO CFB Valcartier
CAFFSQ	Quebec	BPSO CFB Valcartier
HMCS D'Iberville	Rimouski	BPSO CFB Valcartier
HMCS Champlain	Chicoutimi	WPSO Bagotville
HMCS Jolliet	Sept-Iles	WPSO Bagotville
HMCS Brunswicker	Saint John	BPSO CFB Gagetown
HMCS Scotian	Halifax	FPSO Halifax
HMCS Queen Charlotte	Charlottetown	BPSO CFB Gagetown
HMCS Cabot	St John's	FPSO Halifax

## **CHAPTER 10**

### **SPECIAL SERVICES**

#### **INTRODUCTION**

This chapter acquaints Divisional Supervisors with the facilities and resources available to assist members and their dependants who may have a wide variety of personal or family problems. This chapter is not intended to duplicate references and instructions, but to pass on additional information from Special Services Facilities.

#### **DIVISIONAL SUPERVISOR RESPONSIBILITIES**

If CAF members are to have confidence in the Divisional System, it is essential that Divisional Supervisors be good listeners. Divisional Supervisors may encounter many types of problems: financial, marital, legal, housing, business, career, family, emotional, alcohol and/or substance abuse. It is essential that Divisional Supervisors handle these problems carefully and not get involved beyond their depth, thereby aggravating the situation. Many problems are much more serious than may appear on the surface, and should be referred to the appropriate support service or professional. Some examples include a member:

- who is receiving letters from creditors and debt collectors and may require the help of a financial counsellor;
- with serious family problems who requires the assistance of a social worker and possibly legal advice;
- with a drinking problem who requires the guidance of an alcohol counsellor; and
- with any personal problem that may have career implications.

While the facilities and procedures for dealing with problems may vary slightly between the East and West Coasts and from base to base, their primary functions are the same. Although some facilities have an open-door approach to their clients, DOs should make the appointments, or should be informed, so that the parent unit is involved in the resolution of problems. Financial counselling under SISIP Financial Services is totally confidential and voluntary. Unless requested in writing by the CO, the ship/unit is normally not informed that a member has requested counselling. If the ship is informed, only general information is given.

#### **PERSONAL RESPONSIBILITIES**

When individuals assume financial responsibility for dependants, they should provide sufficient monies to cover rent, food, electricity and heat. The amount should be discussed and planned well in advance of a long deployment.



## **JOINT PERSONNEL SUPPORT UNIT (JPSU)**

The JPSU is established under direction of the Chief of Military Personnel (CMP) and reports to the Director Casualty Support Management (DCSM) in Ottawa. The JPSU regional coordinator administers and manages personnel posted to the SPHL; oversees the operations of Integrated Personnel Support Centres (IPSCs) in the various regions.

JPSU maintains its strategic Headquarters in Ottawa and has a network of eight regions located across Canada, each commanded by a regional element Officer Commanding.

JPSU offers Canadian Armed Forces (CAF) military personnel a unique mission – to heal (recover), to regain their strength (rehabilitate) and to succeed in their best way forward (reintegrate or transition). The principle aim of this initiative is to ensure that all ill and injured Regular Force and Reserve personnel and their families are provided an equitable level of administrative support regardless of environment or location, through centralized command and control.

The JPSU is also responsible to ensure that ill and injured CAF members are gainfully employed and that their careers continue to progress to the fullest extent possible given the limitations of their medical conditions, and to set the conditions that will ensure a smooth transition back to full service or civilian life.

The JPSU, through the Integrated Support Service Centre (IPSC) provides a CAF/VAC integrated one-stop service in the various areas for ill and injured CAF personnel and their families.

## **INTEGRATED PERSONNEL SUPPORT CENTRE (IPSC)**

IPSCs are a Chief of Military Personnel (CMP) organization comprised of blended staff from CMP, VAC, Personnel Support Programs, CF Health Services, Operational Stress Injury Social Support and the Military Family Resource Centre as well as staff from the Base.

This overview provides information on support services and programs for ill and injured CAF personnel and their families, the families of the deceased, and the Chains of Command supporting them.

Through the services of the Integrated Personnel Support Centre (IPSC), all CAF personnel in the local area of responsibility and their families are provided coordinated, seamless and integrated administrative support. This support is provided when illnesses or injuries occur, and through all stages of recovery, rehabilitation, and reintegration into the military or into civilian life and employment.

The IPSC also supports Commanding Officers and Assisting Officers in their support to unit casualties and their families through advice, guidance and funding for casualty support.

The IPSC supports currently serving and releasing CAF personnel (both Regular and Reserve Force) and provides the Chain of Command administrative guidance regarding casualty administration, and administrative and financial support to ill and injured personnel.

IPSC also provides support to families of the deceased in perpetuity.

**Services available through IPSC include the following:**

- Return to Work (RTW) Program Coordination to help restore the physical and mental health of injured or ill CAF members and to facilitate their return to work;
- Casualty tracking to maintain contact with the injured or ill member until such time as the member returns to unrestricted duty or for those released medically, until they are capable of living independently or they express that they no longer require the support being offered and to provide data for national reporting requirements;
- Casualty administration support to Commanding Officers and Assisting Officers;
- Assisting Officer training and briefing on commencement of each appointment as an Assisting Officer;
- Next of Kin travel funding for personnel designated as Very Seriously Ill/Injured (VSI) or Seriously Ill/Injured (SI);
- Client advocacy services to maintain oversight over all client services being provided to personnel, and ensure that appropriate referrals are made;
- Funding for home and quality of life support provided under CBI Chapter 211 (home assistance, vehicle modification, home modifications, etc);
- Outreach service delivery to ensure that education on casualty administration is provided to all CAF units within their area of responsibility on an annual basis, including remote CAF installations that employ small concentrations of Regular Force members, as well as Reserve and Ranger units in locations far from major Bases and Wings;
- VAC client and transition services;
- Military Family Resource Center Family Liaison services;
- CAF Case Management coordination;
- Liaison with Service Income Security Insurance Plan (SISIP) representatives;
- Referrals to Operational Stress Injury Social Support (OSISS) peer and family support coordinators;
- Regional Adapted Fitness Specialist (RAFS) service; and
- Various programs through liaison with local base support representatives and unit Commanding Officers.

**RETURN TO WORK PROGRAM (RTW)**

Integrated Personnel Support Centre (IPSC) are responsible to assist all Formation units in the implementation of a Return to Work (RTW) program for all military personnel with MEL of more than 30 days or are directed by a Medical Officer to the IPSC.

Commanding Officers may consider referring personnel who have 30 days of cumulative sick leave in a relatively short period and they consider that the member may benefit from a RTW program. Regardless of whether there is a requirement to change employment for a person placed on a temporary or permanent medical category all military personnel shall report to the applicable IPSC to ensure that they are briefed on medical administrative processes.

Guidance on the Formation Return to Work (RTW) programme is mandated in CF MIL PERS INSTRUCTION 05/03 - Canadian Forces - Return To Work Policy And Guidance.

RTW programmes are designed to facilitate and promote the early return to the workplace of personnel recovering from physical or mental illness or injury. The Integrated Personnel Support Centres (IPSC) is responsible for the management and implementation of the Formation's RTW Programme.

The aim of the IPSC RTW section is to support Formation Units on the implementation and execution of the Formation RTW Programme as well as to provide personnel posted to the Joint Personnel Support Unit with RTW and transition placement services.

IPSCs provide a DND/Veteran Affairs Canada (VAC) integrated "one-stop" service for ill and injured CAF personnel and their families. It supports currently serving and releasing CAF personnel (both Regular and Reserve Force) and provides the Chain of Command administrative guidance regarding ill and injured personnel.

### **FORMATION SOCIAL WORK OFFICER (FSWO)**

The CAF employs specialist Social Work Officers (SWOs) whose purpose is to contribute to the achievement of a high level of health in the CAF through a professional social work service. Social Workers assess, treat, consult, and make recommendations concerning a variety of psychosocial problems. These include: individual and family problems (aging parents, child behavior, family violence, blended families, finances); couple's issues (marital discord, infidelity, separation or divorce); issues related to postings (medical or mental health issues, disability of a member, dependant, or close relative, legal issues); problems arising from the stress of military life on members and their families (pre- and post-deployment assistance, career related issues); and problems requiring the use of civilian social welfare resources (services for physically or mentally disabled children, mental health services, adoption, child welfare services as well as visiting homemaker services).

Some of the specific services of the CF SWO are as follows:

- Provides individual assessment of the CAF member, and works with other members of the local Mental Health team;
- Provide individual, couple, family, and group counselling/ therapy, and crisis intervention;

- Completes assessments with CAF members, and consults with Commanding Officers as outlined in [DAOD 5003-6](#) (Compassionate Status, Compassionate Postings, and Contingency Cost Moves for Personal Reasons);
- Conduct pre- and post-deployment screenings, and foreign and isolated posting screenings;
- Participates in the Base/Wing Family Crisis Team as outlined in [DAOD 5044-4](#) (Family Violence);
- Participate in pre- and post-deployment educational briefings;
- Participate in health promotion activities such as Healthy Families, Stress Management, Family Violence, Suicide Prevention, and Anger Management.

In compliance with Provincial and Federal privacy laws, SWOs are limited in the feedback that may be provided to Divisional Supervisors without the member's consent.

## **CHAPLAINS**

Formation, Base and Wing chaplains have varied and important roles. They are often the first contact for members and dependants encountering financial, alcohol/drug, death, personal tragedy, spiritual or marital problems. They conduct counselling on these matters or act as a referral agent to others. As well, they also conduct religious services for CAF members and dependants; visit service personnel and their dependants in CAF and civilian hospitals as required; visit prisoners in detention quarters and civilian jail; maintain pastoral contact with their spouses and dependants; take part in formal alcohol counselling services; and, notify next-of-kin of the death or serious illness of members. See CFAO [33-1](#) and [33-13](#), and [QR&O 33](#).

## **ADDICTION SERVICES**

The CAF is committed to creating an open dialogue about addictions and fostering a workplace culture that supports a healthier, addiction-free lifestyle.

DOs and DCPOs who are knowledgeable of their personnel have an important role in the identification and assistance of those for whom abuse or dependency of drugs or alcohol is creating problems in their lives. One of the challenges is that those who have a Substance Use Disorder (SUD) often have difficulty realizing and accepting that a problem exists. As with many health conditions, early assessment and treatment results in a better outcome.

In order to provide assistance to an individual who is developing or has already developed substance dependence, DOs and DCPOs should familiarize themselves with the provisions of [DAOD 5019-7](#) Alcohol Misconduct, [DAOD 5019-3](#) CAF Drug Control Program, and Health Services Group Instructions 5100-05 Addiction Rehabilitation Program Base Addiction Counsellor, and 5100-12 Use of Civilian Treatment Centres in Substance Use Disorders, Other Addictions, and PTSD. Important information and support are available from the Base and Fleet Support Medical Officers and the Base Addiction Counsellor.

## **Addiction Prevention and Treatment Program**

Addiction Services provides a variety of services including full assessment, intensive group treatment, individual counselling and psychotherapy, and outreach presentations. Base Addiction Counsellors provide services within the scope of addictions rehabilitation programs. Services include individual therapeutic care, family interventions, assessments, diagnoses, treatment, follow-up, recommendations, and resource information. A variety of treatment options are available, ranging from individual counselling to an intensive day-treatment program. Services are provided to military personnel, with educational components involving families and supervisors.

Addiction Services operates in conjunction with the Mental Health Department. Phase I is a period of at least 30 days abstinence during which assessments and medical examinations are conducted. Phase II is an intensive 30-day out-patient or in-patient (residential) program conducted by a multi-disciplinary treatment team. Phase III is a period of after-care of not less than one year, during which patients integrate the changes initiated in Phase II.

In Halifax, the Phase II programme is a 30-day out-patient treatment program for patients who are diagnosed by a Medical Officer and found to have difficulties of substance dependency. In Esquimalt, and in the rest of the CAF, the Phase II treatment occurs at a civilian treatment centre which has been determined to meet the needs of the CAF.

## **Addictions Awareness and Prevention Strategy**

Supervisor training on alcohol, other drugs and gambling is conducted at the local level through Health Promotion Delivery staff using trained facilitators, in conjunction with the local CAF Addictions Services. The aim of the one-day supervisor training is to prepare personnel in leadership positions for their active role in the detection and management of alcohol misuse, drug abuse, and gambling problems and to promote an addiction-free environment in the workplace.

## **Formation Surgeon and Health Care Centre Staff**

The Fleet Support Medical Officer (FSMO) and Base Surgeon are valuable points of contact for all matters involving the health of CAF members including issues pertaining to substance abuse and addiction. They possess a comprehensive understanding of local health policy and are able to inform and direct members toward appropriate treatment and rehabilitation programs.

## **Mental Health Services**

The CF Mental Health Team consists of uniformed and civilian health care providers: Social Work Officers, Base Addiction Counsellors, Psychologists, Psychiatrists, Pastoral Counsellors, and Mental Health Nurses. Although the primary care provider is often the first point of contact, CAF members may self-refer to the mental health clinic for both

urgent and routine mental health matters. This walk-in service is available at CAF bases during routine operating hours. For mental health crises outside of routine operating hours, CAF members are directed to the local hospital emergency department or may contact the Mental Health Crisis Service by phone. Numbers are available at local CAF Mental Health Clinics.

### **BASE ACCOMMODATIONS HOUSING OFFICER.**

Canadian Forces Housing Agency (CFHA) is available to assist in solving problems regarding the attainment and maintenance of PMQs and single quarters. [Canadian Forces Housing Agency - Home](#)

### **MILITARY FAMILY RESOURCE CENTRES (MFRCs).**

MFRCs are non-profit, charitable organizations dedicated to providing meaningful and rewarding programs and services for the military family community. MFRC programs and services are provided for all children, youth, adults, and single members of Regular and Reserve Force families. MFRCs are located throughout Canada including Halifax and Esquimalt and in Europe. By providing programs, information and services to the community, the MFRCs complement the Divisional System by ensuring family members have access to the tools/supports to face the challenges of military lifestyle.

Individuals and/or family members are encouraged to telephone or visit an MFRC for any reason. Each offers dynamic, professional, confidential services along with social programs, education, prevention and information. Programs and services evolve with the changing needs of users and include the following 'core services', available at all MFRCs:

- Information and Referral: This service offers information on military and civilian professional and community services based on individual needs, including general information, outreach, newcomer information, resources, health, education, personal/family and other community resources;
- Child Services: This service offers programs and services for young children and parents. Examples include parent and tot programs, pre-school, parenting workshops and daycare referrals;
- Youth Services: MFRC youth programs offer much to entertain and educate youths, including drop-in centres, activities, babysitting and first aid workshops and field trips;
- Emergency Childcare Services: Everyday emergencies affect us all, especially considering the unique challenges of being a military family. MFRCs can help plan for childcare needs in case of an emergency, and provide emergency childcare;
- Spousal Employment Assistance Program: This free service helps military family members define their employment goals, create/revise resumes and explore career and entrepreneurial options;

- **Quality of Life and Education:** Quality of Life programs are designed to provide learning, social and recreational opportunities for partners of military members. This includes Second Language Training for adult military family members and much more;
- **Deployment Support:** When CAF members are away for an extended time, families are faced with additional challenges - from a flat tire to emotional support. Network groups facilitate a variety of activities for family members to meet others and share experiences;
- **Prevention, Intervention and Consultation:** The MFRC can help military family members through tough times with proactive programs and services. This can include confidential short-term counseling services, or referral to appropriate military or civilian professional services and support groups; and
- **Volunteer Services:** MFRC volunteer participation is a great way to involve members of the military family community in the Centre's initiatives. These include:
  - Board of Directors
  - Childcare
  - Special Events
  - Programs and Workshops

#### **MFRC Locations:**

##### [MARLANT MFRC:](#)

Main Location: Bldg106 Windsor Park, Halifax, N.S.

Mailing Address: Box 99000 STN Forces, Halifax NS B3K 5X5

24 hour Infoline 427-7788 OR 0800 to 1600hrs, 427-7780

Website: <http://www.halifaxmfr.ca/>

Email: [info@halifaxmfr.ca](mailto:info@halifaxmfr.ca)

##### [Esquimalt MFRC](#)

Main Location 1505 Esquimalt Road, Esquimalt, BC, V9A 7N2

0830-1630hrs Info: (250) 363-2640, Office (250) 363-3050. Toll Free: 1-800-353-3329

Website: <http://esquimaltmfrc.com/>

Email: [mfr@pacificcoast.net](mailto:mfr@pacificcoast.net)

#### **FINANCIAL SERVICES**

Financial Counselling: SISIP Financial Services (SISIP FS) through a network of Financial Counsellors located at 18 major locations from coast to coast is available to members of the CAF and their families. SISIP FS Financial Counsellors provide confidential and timely assistance to CAF members and their spouses who are experiencing financial difficulties or simply to provide advice when they have to make an

important financial decision. They will develop an action plan to rectify the situation and will provide the necessary tools, techniques and knowledge to maintain sound and effective personal financial management practices. The financial counsellor, when necessary, may also act as agents on their behalf and provide general financial information on subjects such as the [Canadian Forces Personnel Assistance Fund \(CFPAF\)](#) and other financial matters.

Divisional supervisors can suggest that their Divisional staff experiencing financial difficulties visit a financial counsellor. The member's decision to pursue this counselling is completely voluntary, and their confidentiality must be respected.

In situations where a CAF member is referred by the Unit CO to obtain financial counselling services, a follow-up report will be prepared and submitted monthly to the Unit CO. This report will provide a general overview of the member's financial status, along with the Counsellor's opinion as to whether or not the situation is rectifiable, and the estimated time frame required and if the member poses a risk to the operational effectiveness of the CAF. A monthly progress report will be sent to the unit for the duration of the counselling.

The CFPAF Programs consisting of the Self Improvement Loan Program, Financial Distress Program and the Minor Disbursement Program are typically administered at your Base/Wing/Unit by the SISIP FS Financial Counsellors within established guidelines. In smaller Units where SISIP FS does not have financial counsellor a local representative appointed by the Unit CO would be the Point of Contact. However, financial distress cases are normally referred to the closest SISIP FS Financial Counselor to that member's unit, and the SISIP FS Financial Counselor visits these smaller units on a regular basis. The Education Assistance Loan Program is administered directly from CFPAF.

The following is a brief description of those programs:

- Self Improvement Loan Programme: This loan program is for serving personnel. Amounts from \$500 to \$4,000 are available to provide for the welfare of military members primarily to prevent financial distress, or to meet emergencies, or to improve living conditions.

Eligibility:

- Serving members of the CAF (Regular) who have completed one year of service and who have sufficient time remaining in their term of service to repay the loan; and
  - Serving Class C Reservists who have at least 9 months remaining in their current term of service.
- Financial Distress Program: This program is available to both serving and former CAF personnel with maximum grants of \$5,000 and \$25,000 for loans, when warranted by distress or other qualifying circumstances.



## Eligibility:

- Serving and former members of the CAF (Regular) who have completed one year of service and their dependents; and
- Serving and former members of the Reserve Force after the first occurrence of the following:
  - One operational tour of duty of at least 6 months duration;
  - One year of continuous Class B or Class C Reserve Force service; or
  - Four consecutive years of Reserve Force service.
- Minor Disbursements Program: Grants of \$50 - \$100 are available at Bases/Wings/Units or from SISIP Financial Counsellors, or Veterans Affairs Canada to relieve immediate distress. To obtain assistance, family members can see a helping agent such as the Chaplain, Social Work Officer or the Family Resource Centre, etc.

## Eligibility:

- WW II Army Veterans;
- Former members of the Canadian Army (Regular) who completed one year of service; and
- Members and former members of the Canadian Forces (Regular) who completed one year of service.
- Education Assistance Loan Program: Loans, from \$1,200 to \$4,000, are available to encourage and assist eligible serving and former personnel and their immediate family members to obtain a post-secondary education with a lifetime maximum of \$16,000 per student.

## Eligibility:

- Serving and former members of the CAF (Regular) who have completed one year of service.

Former members of the CAF may enquire their local Legion or Veterans Affairs office to obtain information on the financial service available to them.

SISIP FS also provides financial counseling support to CAF personnel assigned to deployed operations and to their families. The Ottawa financial counselors are the point of contact to provide counseling support or the access to CFPAF programs to deployed CAF personnel and their families. When required, the Ottawa counselors will refer the case to a financial counselor where the member's family is located.

More details are available from SISIP FS Financial Counsellors who can provide the most current information. Please visit the SISIP FS web site at [SISIP FS - Canadian Forces Personnel Assistance Fund \(CFPAF\)http://www.sis](http://www.sis) for more information on these programs, the location and contact telephone number of all SISIP FS Offices and Financial Counsellors.

## [CF MILITARY ASSISTANCE PROGRAM \(CFMAP\) AND EMPLOYEE ASSISTANCE PROGRAM \(EAP\)](#)

Both of these programs offer confidential service as referral agents to qualified professionals who can assist members and employees encountering personal and workplace difficulties. Information on the [CFMAP](#) and [EAP](#) can be accessed at their web-sites.

### CFMAP Bereavement Counselling Services

CFMAP Bereavement Services is a 24-hour, 1-800 bilingual telephone service, available 365 days a year to a parent, a spouse, children and step children, a fiancé (e), and any other person of significance to CAF personnel who died while serving. Access to a professional counsellor by telephone is available from anywhere at anytime. An appointment will be arranged within a maximum of 48 hours. Short and long term counselling options are available and are free of charge.

For more information or an appointment call: 1-800-268-7708 (or 1-800-567-5803 for the hearing impaired).

## **RECREATION AND SPORTS**

The supporting Base Physical Education and Recreation Office, and Fleet Sports Officer are available to supply technical advice regarding recreation, sports and the procurement of sports facilities.

## **REFERENCES**

<a href="#">DOAD 5003-6</a>	Compassionate Postings and Releases
<a href="#">DAOD 5031-4-</a>	Second Career Assistance Network (SCAN)
<a href="#">CFAO 56-5</a>	Legal Aid
<a href="#">CANFORGEN 056/09</a>	Career Management of the Ill and Injured
<a href="#">CANFORGEN 114/11</a>	Posting to Joint Personnel Support Unit
<a href="#">MARCORD 59-04</a>	Posting Policy Medically Unfit Sea Personnel
SISIP	<a href="#">SISIP FS - About SISIP Financial Services</a>
CFPAF	<a href="#">SISIP FS - Canadian Forces Personnel Assistance Fund (CAFPAF)</a>
CFMAP	<a href="#">CFHS - Member Assistance Program (MAP)</a>
EAP	<a href="#">ADM (HR-CIV) Intranet</a>

The following references are not available in electronic format:

Health Services Group Instructions 5100-05 Addiction Rehabilitation Program Base  
Addiction Counsellor  
5100-12 Use of Civilian Treatment Centres in Substance Use Disorders, Other  
Addictions, and PTSD

**CHAPTER 11**

**THE CANADIAN ARMED FORCES  
INDIVIDUAL TRAINING & EDUCATION SYSTEM (CFITES)  
AND THE  
NAVAL ENVIRONMENT TRAINING PROGRAM**

**INTRODUCTION**

**This chapter will outline individual training in the CAF for individuals and the Naval training system.**

**DIVISIONAL RESPONSABILITIES**

DOs, DCPOs and Section Supervisors must be able to advise Division members on training in the various CAF or RCN training establishments. The Naval Training System under the command of the Director Naval Training and Education (DNTE) has oversight on the Naval establishments, which include the Naval Officer Training Centre (NOTC) Venture, CF Fleet School Esquimalt on the West Coast, CF Naval Operations School (CFNOS), CF Naval Engineering School (CFNES) on the East Coast, and CF Fleet School Quebec (CFFSQ) in Quebec City. Many other CAF and civilian schools directly support naval training. To advise wisely, leaders require a basic understanding of the training system including the selection process, and the reasons for attendance and classroom instruction.

**CAFITES**

Individual Training and Education (IT&E) is the process by which CAF members acquire and maintain the required attitudes, skills, and knowledge to perform effectively throughout their career and progress from one occupation level to the next. IT&E should not be confused with Operational Training (OT). OT develops, maintains and improves operational readiness and includes collective training and regenerative training. [MARCORD 9-47](#) provides further clarification and detail on IT&E issues.

At the heart of individual training is the Canadian Forces Individual Training and Education System (CFITES). The Director Training and Education Policy (DTEP), within ADM (HR-Mil) is responsible for the development, guidance, and communication of CFITES, which is the basis for managing all CAF training and education. The CFITES controls the amount of training given: how many, and when, they require it. Career courses (such as the QL5 or the PLQ) are loaded by Command based on merit list standing and the recommendation of the parent unit. For career courses, the course loading is calculated from the anticipated number of promotions and the projected number of people who will be leaving the CAF through retirement or early release. Another way to be selected for a course is by solicitation. The School will issue a course

solicitation message to the Fleet. Units, in turn, will respond with nominations of suitable personnel from which the loading agency will select persons for the course.

CAF training, whether common to the entire CAF or specific to the RCN, is managed through a five-step process:

**Analysis:** To determine the job requirement (tasks, skill and knowledge) for each occupation and the requirement for IT&E in terms of essential job performance. Job requirements are specified in Occupational Specifications (OS) or Occupational Specialty Specifications (OSS). IT&E requirements are specified in a Qualification Standard and Plan (QSP). The QSP is a RCN adaptation of the CAF Qualification Standard (QS) and Training Plan (TP);

**Design:** To select or describe a learning program and environment to enable the learner to achieve the IT&E requirements as outlined in the QSP;

**Conduct:** Conducting instruction enables personnel to successfully achieve the IT&E as outlined in the QSP. Instruction is offered through formal coursing (that may include classroom lectures, practical runs in simulators, or computer-based training), or through On-job Training (OJT), by distance or distributed learning, by out-service means, and/or by pre-instructional packages;

**Evaluation:** Evaluation includes an assessment of the students as well as an evaluation of the effectiveness and efficiency of the program and instruction, including course critiques, and informal feedback from the end-user which is mostly the ships of the Fleet; and

**Validation:** Validation verifies that the IT&E program has adequately prepared graduates to do their job. The divisional system is very much involved in this step, as the validation asks graduates of particular courses, and their supervisors, whether or not the completed training adequately prepared the member to the job. Continued success and improvement of training depends on graduates and supervisors completing Validation surveys, and returning them promptly to the originator.

## **THE NAVAL PERSONNEL TRAINING SYSTEM**

Naval Staff at Director Naval Personnel (D Nav Pers) determine the number of personnel that need training, and the skills required in each occupation. D Nav Pers is the approving authority for deferrals, and also promulgates production numbers annually in the “Gold Book” for the Regular Force. Naval Reserve Headquarters maintains a similar “Blue Book” for the Reserve Force.

C NAVY determines the manner by which naval personnel will gain the skills and knowledge set out by D Nav Pers. It is accomplished primarily through formal courses and by OJT. Formal coursing curricula are promulgated in a QSP.

Career Managers in ADM (HR-Mil)/ Director Military Careers (DMilC-2 specifically for Naval personnel) working in support of CAF mandates, select personnel for career courses (including the Primary Leadership Qualification (PLQ), the Intermediate Leadership Program (ILP), Advance Leadership Program (ALP) and Qualification Level (QL) courses).

Various schools then are directed to implement the QSP.

## **NAVAL TRAINING DOCUMENTATION SUPPORT SYSTEM (NTDSS)**

NTDSS is the means by which C NAVY captures training documentation, and is a repository of the Navy's Qualification Standard and Plan (QSP). The standards described in a QSP for a particular qualification are defined by C NAVY, and by the Curriculum Control Authority (CCA).

## **THE MILITARY INDIVIDUAL TRAINING AND EDUCATION SYSTEM (MITE)**

MITE is used to manage *all* individual training and education (i.e. Occupation), specialty, developmental, general purpose and language) for *all* members of the Defence Team (which includes CAF Regular and Reserve Force members, and civilian members of the Department), and for all other persons (non-government Canadians, foreign military and civilian). MITE should be used by units to verify upcoming course dates and to nominate personnel for all courses in all situations except where stated to the contrary.

## **DO, DCPO AND SECTION SUPERVISORS TRAINING RESPONSIBILITIES.**

DOs, DCPOs and Section Supervisors fulfil a key role in the training system and can execute their responsibilities to the Divisional staff with respect to individual training by:

- being aware of the career requirements of the Division's members; namely, courses required, prerequisites, including any OJT requirements, and course scheduling;
- ensuring that members are completing the prerequisites for the next phase of training. This may include satisfactory completion of OJT, and/or completing a special screening procedure, for example, security clearance or diving medicals;
- liaising with the Training Officer/Chief/ Section Supervisors to ensure that the Division is current with respect to continuation and refresher training. They should also know the expiry limits for refresher training courses;

- providing feedback through the system if they believe that the training provided does not enable the members to do the job they are expected to do. Feedback can be reported by many means: a letter from the CO to their superior identifying training deficiencies, and recommended solutions; or an amplified and constructive reply to the Command's training during the Validation process;
- ensuring that UERs in Monitor MASS for the members are correct and current, and that record updates for MITE and *Peoplesoft* are actioned in accordance with current administrative practices;
- maintaining good liaison with the ship's/unit's training co-ordinator so that they are aware of training opportunities for their members and that members are loaded on the courses they need, be they be career courses, specialty courses or refresher training.
- ensuring that members going on course are properly prepared;
- maintaining contact with the division/section OJT supervisor to ensure each member has an opportunity to complete the OJT requirements within the predetermined time and that the OJT is completed correctly; and

DOs, DCPOs and Section Supervisors should be aware that training is dynamic, therefore, it is under periodic review. The RCN, D Nav Pers 3 Occupation Manager, the coastal Occupation Advisors, the appropriate divisions of the Training Establishments, and RCN Officers/Chiefs are valuable sources of information respecting training. They should be contacted when there is a question regarding the currency of training documentation. In addition to [MARCORD 4-25](#), which details Divisional System training responsibilities, other valuable sources for specific information are listed below.

## **NAVAL ENVIRONMENT TRAINING PROGRAM (NETP)**

In accordance with MARCORD 9-03, the NETP program is designed to assist new Ordinary Seamen and Privates to adjust to shipboard routines and life at sea as quickly and smoothly as possible. It is applicable to all junior sailors when they join their first ship and should be designed to provide challenging training and naval indoctrination.

### **DIVISIONAL RESPONSIBILITIES**

DOs, DCPOs and Section Supervisors must understand the intent of the NET Program and how it is conducted onboard. They must encourage new members to participate in it willingly and ensure that they understand what the program is designed to achieve. Upon joining their first ship, NETP candidates should be assigned an experienced LS/Cpl from their section that can assist them through the first 48 hours onboard. The following should be completed:

- In-routine, including introductions to the appropriate senior people in the section and in the ship;
- An informal welcome and briefing by the senior hand of the mess;
- Assignment by the Cox'n to a duty watch and to duties on the watch and station bill; and
- Issuance of a Know Your Ship booklet and a tour of the ship.

The Naval Environment Training Program (NETP) and NETP-Officer (NETP-O) are both designed to impart the skill and supporting knowledge requirements defined in the Sea Environment Specification (SES) of the NCMGS and OGS. The DO, DCPO or Section Supervisor is to ensure that the NETP/NETP-O candidate is not assigned to cafeteria duties or given other duties that might hinder participation in NETP lectures and other activities. Participation is mandatory for all QL3s, and for all QL4s and QL5s if this is their first time onboard a ship.

Completion of the NET/NET-O Program is signified by completion of the NETP/NETP-O Practical Factors booklet, an entry on the individual's UER, presentation of the ship's badge, and a RCN Certificate of Military Achievement.

The NET/NET-O Program is important to the Navy, to the ship, to the Division, and particularly to the NETP/NETP-O candidate. DOs, DCPOs and Section Supervisors are to ensure that an NETP/NETP-O candidate understands the requirement for the program and begins and completes it within the allotted time. Career progression cannot be achieved without first completing the NET/NET-O program.

## REFERENCES

<a href="#">CFAO 9-15</a>	Course scheduling and Loading-In service Courses
<a href="#">MARCORD 9-2</a>	Small Arms Training
<a href="#">MARCORD 9-3</a>	Naval Environmental Training Program- <u>NETP/NETP-O</u>
<a href="#">MARCORD 9-8</a>	Damage Control Training
<a href="#">MARCORD 4-25</a>	The Divisional System
<a href="#">MARCORD 9-28</a>	Monthly Training Progress Report (PROGREP)
<a href="#">MARCORD 9-30</a>	MARCOM Course Scheduling



[MARCORD 9-46](#) Naval Reserve Annual Training Plan

[MARCORD 9-47](#) Maritime Command Individual Training & Education Policy

A-PD-055-001/AG-001 Manual of Military Occupational Structure

A-P9-050-000 Series Manual of Individual Training and Selection.

[http://maritimeapp.mil.ca/dmte/nti/intro\\_e.asp?dmte=1](http://maritimeapp.mil.ca/dmte/nti/intro_e.asp?dmte=1)

[http://maritimeapp.mil.ca/dmte/ntdss/intro\\_e.asp?dmte=1](http://maritimeapp.mil.ca/dmte/ntdss/intro_e.asp?dmte=1)

The following CAF publications provide considerable detail for occupation structure and available in-service training:

Occupation Progression in the Sea-Going Trades; and

Maritime Command Training Information Package (MCTIP).

123 series - Manual of NCM Occupation Structures;

150 series - Manual of Officer Classification Structures;

9000 series - the CAF Manual of Individual Training); and

CFP 206 - the CAF Catalogue of In-service Courses (details, course pre-requisites, location & length.

## CHAPTER 12

### HONOURS AND RECOGNITIONS

Honouring those deserving of recognition remains a high priority for the Commander of the Royal Canadian Navy (RCN). It is the greatest privilege for those who lead to recognize and honour those deserving. It is the highest order of importance that supervisors make themselves familiar with the RCN Honours & Recognition (H&R) Guide and the Directorate of Honours and Recognition (DH&R) website. It must be clear that recognition starts with a very genuine display of gratitude for those who have performed commendably earning high praise, and should be done immediately and publicly as possible. Timely recognition by formal award is not always possible but your heartfelt recognition as a leader is always possible and will be appreciated.

#### REFERENCES

RCN Honours & Recognitions Guide:

[RCN DIN - Director Naval Personnel 2-3-3 \(D Mar Pers 2-3-3\) – H&R Guide](#)

DH&R Website:

[Directorate of Honours and Recognition](#)

ADM (HR-Civ):

[ADM \(HR-Civ\) - Awards and Recognition: DM/CDS Renewal Award - DDWB](#)

Governor General of Canada:

[The Governor General of Canada - It's an Honour](#)

Depart with Dignity:

[Military Personnel Command - CF Mil Pers Instr 01/09 - Depart with Dignity](#)