

Fall 2018 Report of the Auditor General of Canada
Inappropriate Sexual Behaviour — Canadian Armed Forces

DETAILED MANAGEMENT ACTION PLAN - OFFICE OF THE AUDITOR GENERAL REPORT RECOMMENDATIONS

Para	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/ Dates)	Responsible Organization / Point of Contact
Para 40 Rec 1	The Canadian Armed Forces should work with the Department of National Defence to review the balance, and clearly define the roles and responsibilities, of the Strategic Response Team on Sexual Misconduct and the Sexual Misconduct Response Centre to improve efficiency and avoid duplication of effort. The Canadian Armed Forces should also ensure that these roles and responsibilities are communicated across the Forces to ensure better understanding for all members.	Agreed. The role of the Canadian Armed Forces (CAF) Strategic Response Team on Sexual Misconduct (CSRT-SM) will be reduced in the domain of victim support and the Sexual Misconduct Response Centre (SMRC) will become the ‘authoritative voice’ on all aspects of victim support and advocacy from the time incidents take place until victim needs have been fully supported and addressed. CSRT-SM will be in a position to divest all victim support elements to SMRC by December 2018. The SMRC charter will be updated to provide authoritative advice and guidance to the Department of National Defence (DND) and the CAF (DND/CAF) on all aspects of victim support and case management, by end of fiscal year 2018/19. The CSRT-SM will function as a planning and coordination staff. Its terms of reference will be reviewed and updated to focus on institutional reform and the preparation of military staff products to ensure military direction, research and analysis reflects the recommendations and guidance provided by SMRC.	<p>Expected outcomes are better differentiation of roles between CSRT-SM and SMRC, improved efficiency, and reduced duplication, with a primary goal of ensuring better coordination of victim support services. CSRT-SM will divest victim support elements to SMRC and SMRC’s expanded and more authoritative role will be clearly articulated. These efforts will be communicated across CAF in a variety of ways to ensure better understanding.</p> <p>The CSRT-SM will exist as a planning and coordination staff. They will plan and coordinate CAF institutional reform and prepare military staff products to ensure CAF direction, research and analysis reflect SMRC recommendations and guidance.</p>	31 March 2019	<p>The SMRC Charter and CSRT-SM Terms of Reference will be revised to clarify the roles and responsibilities of each organization and these changes will be clearly communicated.</p> <p>Key interim milestones:</p> <p>Victim Support Services divested by the CSRT-SM and assumed by the SMRC no later than 31 December 2018.</p> <p>The SMRC Charter updated no later than 31 March 2019.</p> <p>The CSRT-SM terms of reference updated no later than 31 March 2019.</p>	<p>Vice Chief of the Defence Staff</p> <p>Associate Deputy Minister</p>

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Para 41 Rec 2	The Canadian Armed Forces should establish an integrated, national approach to victim support to ensure it fully addresses the needs of any member who is affected by inappropriate sexual behaviour. The approach should ensure that members have access to a consistent level of service and specialized support regardless of where they are serving.	Agreed. The Vice Chief of the Defence Staff (VCDS) will lead the development and implementation of an integrated, national approach to support victims of sexual misconduct. The SMRC will play a leading role in this effort to ensure that the DND/CAF plan remains focused on victim support and is informed by research and best practices. This will be done in partnership with CAF stakeholders and through consultation with subject matter experts and key external stakeholders. The plan will identify a minimum level of support services to be provided, and by whom, whether through internal or external service providers, and will specify or recommend, the credentials and training requirements of victim service providers, as well as quality assurance, evaluation, and complaint mechanisms. The approach will be tailored so that the unique needs of deployed members are considered and addressed as well as those of specialized groups of victims, such as women, members of the LGBTQ2 community, visible minorities, and Indigenous members. Planning for an integrated, national approach to support victims began in September 2018, with a view to producing an implementation	A national victim support plan will be fully implemented to ensure access to a minimum level of support services to all CAF members, regardless of location and will include services for specialized groups. A comprehensive case management service will be fully implemented.	1 April 2020	Work on the national victim support plan and the case management service commenced in 2018. Key interim milestones: 1 April 2019 – launch of Phase 1 of case management services (following completion and adjustments from a pilot). 1 October 2019 – implementation plan for national victim support plan developed. 31 March 2020 – Case Management System implemented.	Vice Chief of the Defence Staff Associate Deputy Minister

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		<p>plan no later than 1 October 2019.</p> <p>The VCDS will also lead the development and implementation of comprehensive and integrated victim case management services as a priority. The SMRC will also play a leading role in this effort to ensure that the DND/CAF plan is informed by their case management experience and their analysis of victim requirements.</p> <p>Planning for integrated case management services began in September 2018, with implementation anticipated to begin in fiscal year 2018/19.</p>				
<p>Para 63 Rec 3</p>	<p>The Canadian Armed Forces should make victim support a top priority by:</p> <ul style="list-style-type: none"> -introducing comprehensive and integrated victim case management services from the time the victim discloses an incident to the conclusion of the case; and -ensuring that members, service providers, and responsible officials 	<p>Agreed. The VCDS will oversee the development of a comprehensive CAF campaign plan that will designate Victim Support and the implementation of an integrated, national case management system as the main effort. The SMRC will play an active role in the development of this plan. The SMRC charter will be amended to permit broader engagement with DND/CAF senior leaders. The Operation HONOUR campaign plan will be staffed for review and approval by 1 October 2019.</p> <p>The CAF will continue the development and publication of new policies including related Defence Administrative Orders and Directives (DAOD) and an Operation</p>	<p>The CAF will complete a campaign plan, in collaboration with the SMRC, which will address victim support needs and the requirement for an integrated, national case management system.</p> <p>The SMRC Charter will be updated to allow expanded engagement with DND/CAF leaders.</p>	<p>1 October 2019</p>	<p>A CAF campaign plan will be developed that will designate Victim Support and the implementation of an integrated, national case management system as the main effort.</p> <p>Key interim milestones:</p> <p>The Campaign Plan will be completed no later than 1 October 2019.</p> <p>The SMRC Charter will be updated no later than 31 March 2019.</p>	<p>Vice Chief of the Defence Staff</p> <p>Associate Deputy Minister</p>

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	<p>have a clear understanding of what the complaint processes are, how they work, and what the possible outcomes are for both the victim and the alleged perpetrator.</p>	<p>HONOUR manual as a comprehensive source of information on processes as they pertain to inappropriate sexual behaviour. The CAF will continue to evolve the Respect in the CAF Workshop and provide briefings, updates, and reports to ensure the widest distribution of information. The CSRT-SM will ensure that the multiple sources of information (such as the manual, Operation HONOUR website, Respect in the CAF Mobile App) are up to date with the latest information regarding policies and processes. Respect in the CAF Workshop, Respect in the CAF Mobile App and the Operation HONOUR website are already operational and will continue to be updated as new information, orders and policies are produced.</p> <p>The Operation HONOUR Manual is in advanced draft form and has been reviewed by the SMRC and the External Advisory Council prior to being staffed to the Deputy Minister (DM) and the Chief of the Defence Staff (CDS) for approval. The new Sexual Misconduct DAOD 5019-5 is in draft form and will reviewed by the SMRC and staffed for formal approval by summer 2019.</p>	<p>Operation HONOUR related resources and policies will provide a clear and comprehensive suite of information and direction related to sexual misconduct, and their content will be regularly reviewed to ensure accuracy.</p>		<p>The first version of the Operation HONOUR Manual will be released to the CAF no later than 31 March 2019.</p> <p>DAOD 5019-5 will be issued no later than 21 Jun 2019.</p>	

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Para 79 Rec 4	The Canadian Armed Forces should establish clear guidance for members on the regulation to “report to the proper authority” in the context of inappropriate sexual behavior. The guidance should clarify who is considered the “proper authority” under which circumstances. The goal should be to balance the need to protect the organization’s safety with the need to support victims by allowing them to disclose and seek support without the obligation to trigger a formal report and complaint process.	<p>Agreed. The CAF will examine the relevant regulations and develop an appropriate approach to clarify the obligations relating to the reporting of incidents of inappropriate sexual behaviour. The chosen approach will aim at ensuring that the views of the victims concerning the actions to be taken in response to incidents of inappropriate sexual behaviour involving them are considered and respected to the extent possible taking into account the:</p> <ul style="list-style-type: none"> • interest in ensuring that victims receive the support they need; • roles and legal obligations of the various individuals and entities who may become aware of such incidents; and • need to ensure the operational effectiveness of the CAF and the safety of its members and of the public. <p>The CAF will identify and begin developing the chosen approach no later than November 2018 with a view to conclude the process by October 2019.</p>	The CAF will clarify the obligations of CAF members as they relate to the reporting of incidents of sexual misconduct.	1 October 2019	<p>A Working Group has been established to identify and develop the approach to clarify CAF members’ obligations to report. The Working Group has had two meetings in November 2018.</p> <p>Working Group recommendations provided to DG CSRT-SM and the Executive Directive, SMRC no later than 1 October 2019.</p>	<p>Vice Chief of the Defence Staff</p> <p>Associate Deputy Minister</p>
Para 103 Rec 5	The Canadian Armed Forces should make it a priority to offer the Respect in the Canadian	Agreed. The CSRT-SM will develop a coordinated plan to provide the Respect in the CAF Workshop for all CAF personnel. CAF will formally validate all	The Respect in the CAF Workshop will be offered to all CAF members.	31 March 2019	A coordinated plan for the delivery and validation of the Respect in the CAF Workshop to CAF	Vice Chief of the Defence Staff

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	<p>Armed Forces Workshop to all members in a timely manner. It should also explore other victim-focused education and training options to ensure that all members receive appropriate training that supports the goals of Operation HONOUR.</p>	<p>training and education programmes on sexual misconduct and inappropriate sexual behaviour. The SMRC charter will be reviewed and amended to provide an explicit mandate to monitor CAF training and education. The SMRC charter will also recognize the ‘authoritative voice’ of the SMRC in terms of training content. The Charter will be revised by the end of fiscal year 2018/19.</p>	<p>The SMRC Charter will be amended to expand its mandate to monitor CAF training and education as it relates to sexual misconduct, including the provision of subject matter expertise on content.</p>		<p>members will be completed no later than 31 March 2019.</p> <p>The SMRC Charter will be amended no later than 31 March 2019.</p>	<p>Associate Deputy Minister</p>
<p>Para 118 Rec 6</p>	<p>The Canadian Armed Forces should develop a performance measurement framework to measure, monitor, and report on Operation HONOUR. The Forces should use the information it gathers to continuously improve its response to inappropriate sexual behaviour and work toward its goal to eliminate this behaviour across the Forces.</p>	<p>Agreed. The CSRT-SM will develop a new Performance Measurement Framework (PMF) designed to measure the performance (activities and outputs) as well as effectiveness (outcomes) of the Campaign Plan. Director General Military Personnel Research Analysis (DGMPRA) will support the development of the PMF as well as the broader performance measurement effort through the provision of expert advice and multidisciplinary research. The SMRC will support CAF performance measurement by providing independent analysis and advice. The PMF will be submitted for review and approval with the Operation HONOUR campaign plan no later than 1 October 2019.</p>	<p>An Operation HONOUR PMF will be developed in collaboration with DGMPRA, the SMRC, and other relevant stakeholders, and will be incorporated into the campaign plan.</p>	<p>1 October 2019</p>	<p>The Operation HONOUR Performance Measurement Framework will be completed no later than 1 October 2019.</p>	<p>Vice Chief of the Defence Staff Associate Deputy Minister</p>

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Para 119 Rec 7	The Canadian Armed Forces should expand its use of external subject matter experts, in addition to using internal information sources and evidence, to ensure it has a wider variety of performance information, and to ensure it receives an independent assessment of its response to inappropriate sexual behaviour.	Agreed. The SMRC charter will be amended to recognize the SMRC as the authoritative external agency with a mandate to ensure that Operation HONOUR is continuously monitored by external subject matter experts. The SMRC Charter will be revised by the end of fiscal year 2018/19. The External Advisory Council will provide independent information and advice to the Executive Director of the SMRC to assist in the delivery of this mandate. The Executive Director will be given a broader mandate to advise DND/CAF senior leaders and provide independent analysis and advice on Operation HONOUR plans, performance and related activities.	<p>The SMRC will be the authoritative agency external to the CAF, and will continuously monitor the conduct of Operation HONOUR.</p> <p>The External Advisory Council will provide the Executive Director of the SMRC with expert, independent advice on sexual misconduct.</p> <p>The Executive Director of the SMRC will be empowered to advise senior leaders of the DND and CAF on Operation HONOUR.</p> <p>The expected impact is a more efficient and effective Operation Honour, including victim support, through systematic and on-going consideration and inclusion of subject matter expertise into all aspects of Operation Honour, as well as timely evaluation and feedback to address individual or systemic issues that are identified.</p>	31 March 2019	<p>The SMRC Charter will be amended to address this additional mandate no later than 31 March 2019.</p> <p>The EAC meets on a regular basis and will provide expert, independent advice on sexual misconduct.</p> <p>One important source of independent information is the 2018 Statistics Canada Survey on Sexual Misconduct in the Canadian Armed Forces. Data collection was completed 15 November 2018 and results will be released at the end of May 2019. For the 2020 Statistics Canada survey, data collection will commence in late fall 2020.</p>	<p>Vice Chief of the Defence Staff</p> <p>Associate Deputy Minister</p>