

Office of Director RCEME  
National Defence Headquarters  
Ottawa, Ontario K1A 0K2



5850-1 (RCCAO Co-Chair)

7 September 2021

TERMS OF REFERENCE – RCEME  
CULTURE CHANGE ADVISORY ORGANIZATION

References:

- A. The Path to Dignity and Respect, [The Path to Dignity and Respect - Canada.ca](http://The Path to Dignity and Respect - Canada.ca)
- B. [CDS/DM Initiating Directive for Professional Conduct and Culture - Canada.ca](http://CDS/DM Initiating Directive for Professional Conduct and Culture - Canada.ca)
- C. [Sexual Misconduct Response Centre - Canada.ca](http://Sexual Misconduct Response Centre - Canada.ca)
- D. [ICCM: Contact us for help - Canada.ca](http://ICCM: Contact us for help - Canada.ca)
- E. RCCAO Aide Memoire (To Be Issued)

**1. Mandate**

- a. The RCEME Culture Change Advisory Organization (RCCAO) is a network of dedicated and passionate volunteers within the Corps who, through collaboration with RCEME members, identifies solutions to systemic issues impacting Corps members' well-being. In accordance with reference B, paragraph 24 b (7), the RCCAO initiative will analyze Corps organizational culture and subcultures, including the traditions and regimental system, to fully support progressive and necessary change.
- b. The RCCAO intends to provide a method to objectively identify the root problems within the Corps of RCEME culture that lead to a variety of systemic and unique issues. This will support improved emotional, psychological and physical well-being of Corps personnel. This organization will provide multiple access points to allow for contribution from all members in order to capture differing perspectives on a myriad of professional conduct issues (sexual misconduct, harassment, abuse of power, bias and lack of inclusivity, counterproductive leadership, etc). This will ensure that both the regional and national senior RCEME members hear the voices of those affected by the current culture. By harnessing the experiences, diverse backgrounds and knowledge of all RCEME members, the RCEME leadership is provided with critical ideas, feedback and recommendations that enable transformation from the ground up.
- c. Ultimately, the RCCAO will provide another option from which individuals can receive support. The RCCAO will differ in that it is made up of individuals who are finely attuned with the RCEME culture and the challenges of the work environment. This will allow the RCCAO members to better support an individual, while also taking a step back to identify and improve Corps specific

issues for all RCEME members. This is not meant to circumvent the official Chain of Command, but rather provide another avenue for individuals to be heard.

d. The RCCAO will:

- (1) provide direct guidance to individuals regarding existing support services, such as provide members with information or with assistance to access the available support services. It is important to note that an individual's chain of command will not be engaged unless desired by the member;
- (2) provide advice and recommendations on available resources and existing support services to Chain of Command;
- (3) be a direct and alternate method for Corps members to submit recommendations for change;
- (4) be available to the Chain of Command to provide feedback or a third party perspective on issues based on a variety of lived experiences within RCEME culture and working conditions. This enables accountability and fairness in the organization's response to a situation and can assist in appropriate resolution for all parties. Committees should be given no personal information by the Chain of Command when providing consultation in this manner;
- (5) identify additional training, education and support needs at either a local, regional or national RCEME level; and
- (6) liaise with Defense Advisory Groups (DAG) and Subject Matter Experts (SME) to consolidate efforts on culture change initiatives within the Corps and the broader CAF, including the Canadian Army (CA) Culture Change and the Chief, Professional Conduct and Culture (CPCC) initiatives.

## **2. Composition**

- a. The RCCAO will have both National and Regional committees who will work together to achieve the RCCAO mandate. Each committee will be chaired by two volunteers from each region. Regional committees can identify internal roles such as representatives (rep) for communications, junior members, senior members, civilians, Employment Experience period, etc; and
- b. The initial Regional and National Co-Chairs will be selected via a volunteer process. Subsequent co-chairs will be selected via nominations by the membership and a voting process. Committees should strive to have both a junior and a senior member as Co-Chairs, and gain representation from a variety of ranks and units. Terms should last approximately two years but can be extended if the need or desire to do so arises. The National Committee should strive to maintain 50%

continuity each year for all appointed Co-Chairs. Holding a committee position should be reflected as a formal secondary duty.

**2.1. National Committee.** The RCCAO will have National Co-Chairs and reps from each of the Regional Committees. Each Regional RCCAO Chair or Co-Chairs will be a part of the National level committee in order to represent concerns and perspectives from their members. This will allow for the sharing of locally identified issues and patterns, and their proposed solutions. The National Co-Chairs will also establish ties with other Branches, Services, and Corps, CAF Defense Advisory Groups (DAGs), the CA Culture Change initiative and the Chief Professional Conduct and Culture initiative to ensure cross-pollination of concerns common to all trades.

**2.2 Regional Committee.** In order to ensure the Corps of RCEME is garnering the perspective and harnessing the experience of all of its members, Regional committees are intended to be situated at every major base across Canada. These Committees will have Chairs/ Co-Chairs who will have access to both the appointed Regional RCEME Rep and to the National Co-Chairs on a routine basis (as defined in paragraph 3 – Roles and Responsibilities).

### **3. Roles & Responsibilities**

**3.1. Role Common to All.** Membership in the RCCAO is voluntary and can include both civilian employees and military members. All members shall respect the values and ethics of the CAF and DND and conduct themselves appropriately at all times. All members will be expected to communicate in a fair and respectful manner.

#### **3.1.1. RCCAO members shall:**

- a. act at all times with integrity and in a manner that will bear the closest public scrutiny;
- b. act in such a way as to maintain their employer's and their members' trust;
- c. ensure professional boundaries are respected and privacy is maintained as much as is possible, except in cases where a duty to report is identified;
- d. ensure that guidance and advice provided is in line with the RCCAO aide memoire and that the duty to report requirement is enforced;
- e. complete all necessary initial training and outreach familiarization programs as defined by the National committee.

#### **3.1.2. RCCAO members shall not:**

- a. use their official roles to inappropriately obtain an advantage for themselves or to advantage or disadvantage others;



- b. accept disclosures from affected members of a sexual or criminal nature (all members reaching out will be referred to the most appropriate resource if needing to disclose any criminal or sexual misconduct); and
- c. enter into a personal advocacy role.

**3.2 Role of Regional Committee.** The role of the Regional Committee and its members is to provide guidance to RCEME personnel on available support, and to advise or provide insight to RCEME leadership on issues relevant to Corps of RCEME personnel. RCCAO members will do this without assuming additional authority or responsibility over the units within their Region. Specifically:

- a. committee members will be able to provide guidance to members and the Chain of Command on accessible resources. If a Corps member is unable to identify an appropriate resource themselves and is not comfortable reaching out to their current Chain of Command, Committee members are available to guide them to the most suitable resource for their specific concern, question or support need. Regional Committee members should not enter into a personal advocacy role;
- b. the Committee can provide advice, feedback and recommendations on Regional initiatives, action plans, or as requested by chains of command;
- c. help to identify additional training, education and support needs at either the local, Regional or National RCEME level; and
- d. be a direct or alternate method for Corps members to submit recommendations for change. Regional Committees can gather these recommendations through a variety of means, such as focus groups, anonymous plus account submissions, or Briefing Notes.

**3.3 Role of Regional RCEME Rep (Senior Member).** The role of the assigned Regional RCEME Rep (Senior Member) is to be a point of contact for the Regional Committee Co-Chairs in the event that they require support, or additional training or education, in their specific Region. The Regional Rep shall be a necessary liaison between any Chain of Command and the co-chairs, as necessary. They are responsible to support and enhance the visibility of their respective Regional RCCAO Co-Chairs.

**3.4 Role of National Co-Chairs and Committee.** The National RCCAO Co-Chairs are expected to provide leadership, direction and support to the Regional committees. They will be responsible to provide advice and insight to RCEME leadership on issues relevant to Corps of RCEME personnel. Specifically:

- a. collect recommendations from each Regional committee, have them assessed by external SMEs (Sexual Misconduct Response Centre, Integrated Conflict and Complaint Management, etc), and present them to the Corps of RCEME senior members in order to enact change within the greater Corps of RCEME;

- b. establish a record of discussion on items submitted to RCEME Council for visibility to all Corps members and maintain this record on the Corps of RCEME website. Quarterly updates and recommendations to be submitted to CA Culture Change initiative group for wider distribution;
- c. contribute to, and participate in, meaningful consultation with senior RCEME members;
- d. be prepared to provide guidance, recommendations and encouragement to Regional Chairs and Co-Chairs;
- e. collaborate and work with the various groups within CAF/DND, including with CA Culture Change and Chief Professional Conduct and Culture, to ensure RCCAO efforts align with CAF/DND efforts;
- f. ensure familiarity with policies and directives; and
- g. ensure the RCCAO information found on the Corps of RCEME website is maintained and kept accurate.

#### **4. Procedures**

**4.1. Meetings and Frequency.** The National committee will meet virtually every second month, with the frequency being adjusted as required. Regional Committees are expected to meet on the same frequency. National level meeting occurrence will be tracked on the RCCAO portion of the Corps of RCEME website: [www.rcemecorpsgemrc.ca](http://www.rcemecorpsgemrc.ca).

#### **4.2. Recommendations and Visibility**

- a. Any recommendations submitted to the RCEME Council will be recorded on a tracker maintained on the RCCAO portion of Corps of RCEME website where all Corps members will have visibility submission status and decisions. Privacy Act rules are applicable and will be adhered to at all times; and
- b. Quarterly updates on Corps recommendations and initiatives will be disseminated via Corps-wide email and social media.

#### **4.3. Guidance and Advice Access**

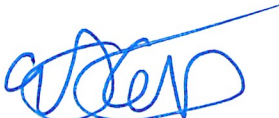
- a. RCEME members will have a number of avenues available to them to access guidance from the RCCAO. A list of Regional and National members able to provide guidance will be accessible on the Corps of RCEME website and on the RCEME social media; and
- b. Additionally, the plus account ([RCEMECulture-CultureGEMRC@forces.gc.ca](mailto:RCEMECulture-CultureGEMRC@forces.gc.ca)) is available and monitored solely by the National Co-Chairs that can serve as an

access point to seek for advice and guidance, and as a submission point for Corps of RCEME suggestions.

#### 4.4. Training

- a. Committee members will, at a minimum, prior to participating in committee responsibilities complete the following training:
  - (1) Trauma Informed Care half day session provided by the Sexual Misconduct Response Centre (SMRC);
  - (2) Outreach Briefing provided by both SMRC and the Integrated Conflict and Complaint Management (ICCM) program
  - (3) CSPS Cognitive Bias training on GC Campus (W005-Understanding Unconscious Bias, W006-Overcoming your own Unconscious Bias, W007-Overcoming Unconscious Bias in the Workplace, and X166-Leading Diversity).
- b. Regional committees are recommended to diversify their committee qualifications and knowledge by having members gain other helpful qualifications which could further support their understanding of policy and procedures. All members must gain the concurrence and approval of their current Chain of Command for courses related to the RCCAO tasks. Examples of potential further training include:
  - (1) Grievance Assisting Member via DLN;
  - (2) Peer Support Training;
  - (3) Harassment Training; and
  - (4) Presiding Officer Certification Training.

**4.5. Learning Resources & Library.** The Corps of RCEME website will have an established section with applicable resources by topic in order to facilitate the Regional committees' efforts to cover current educational gaps or concerns.



E. Gauthier  
Colonel  
Director RCEME



K.S. Northorp  
Chief Warrant Officer  
RCEME Corps SM

## RCCAO Organizational Chart

