

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



5850-1 (RCCAO Co-Chair)

February 2022

DRCEM COMMUNIQUE No 01/2022  
RCEM CULTURE CHANGE ADVISORY ORGANIZATION UPDATE

References: A. [The Path to Dignity and Respect - Canada.ca](#)  
B. [CDS/DM Initiating Directive for Professional Conduct and Culture - Canada.ca](#)  
C. RCCAO Terms of Reference, 4 February 2022

1. The intent of this communiqué is to provide an update to the members of The Corps of RCCEM on the necessary plan to identify and address systemic culture issues that have, and continue to, negatively affect our members. The new RCCEM Culture Change Advisory Organization (RCCAO) is a network of dedicated and passionate volunteers within the Corps who, through collaboration with RCCEM members, are identifying solutions to systemic issues impacting Corps member's 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.

2. RCCAO Culture Change Advisory Organization

- a. Mandate. The RCCAO intends to provide RCCEM members and leadership with ideas, feedback and recommendations to enable helpful and successful culture transformation, and to assist in identifying the root problems that lead to a variety of systemic and unique issues. This will help to support the emotional and physical well-being of our personnel. The organization will do this through harnessing the experiences, diverse backgrounds and knowledge of all RCCEM members via multiple access points, while simultaneously integrating with other local and national culture change initiatives. It will complement other local initiatives and as a result, may be asymmetrical in its implementation across the CAF. 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 RCCEM 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 RCCEM members. This is not meant to circumvent the official Chain of Command, but rather provide another avenue for individuals to be supported.
- b. Responsibilities. The RCCAO will have a number of responsibilities, as outlined in reference C. In summary, these responsibilities include:
  - (1) providing direct guidance to individuals regarding existing support services and resources;
  - (2) providing advice and recommendations on available resources and existing support services to the Chain of Command, as requested;

- (3) be capable of providing feedback to regional commanders through pre-established lines of communication on unique RCEME concerns;
  - (4) identifying additional training, education and support requirements at local, regional or national RCEME levels;
  - (5) being a direct method for Corps members to submit recommendations for change, such as through committee-administered Focus Groups, Briefing Note submissions, or emails; 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.
- c. Structure and Training. The National and Regional RCCAO committees will consist of volunteers from all ranks and genders. All committee members will be required to complete initial briefings and familiarization training including an Outreach Briefing and a half day Trauma Informed Care from the Sexual Misconduct Response Centre (SMRC), and the Integrated Conflict and Complaint Management (ICCM) Program. Each Regional sub-committee is linked to the National committee (see reference C for further detail).
3. Phased Approach. The RCCAO will be established by phase:
- a. Phase 0 - Ongoing. This phase consists of advance preparations for training, establishment of administrative and external SME support, and the garnering of regional volunteers. Additional communication via social media and email will be forthcoming in order to ensure all Corps members have a chance to volunteer for this endeavour;
  - b. Phase 1A – Condition Based (February 2022). Assignment of Regional roles and initial briefings and training to be completed;
  - c. Phase 1B – Condition Based (February 2022). Regional committees integration with Division initiatives;
  - d. Phase 2 – Condition Based (Spring 2022). Initial focus groups and surveys; and
  - e. Phase 3 – Conditions Based. Continuous improvement cycle commences. This phase will see a consolidation of recommendations at the National level and any necessary adjustments or improvements to the RCCAO.
4. Additional Resources and Contacts. The RCCAO Terms of Reference is attached to this communiqué. Additional details regarding the roll out of the RCCAO, including the Regional contacts, will be promulgated in the near future. The RCCAO National Chairs are also available if you require any specific clarification and can be contacted at the plus account: [RCMECulture-CultureGEMRC@forces.gc.ca](mailto:RCMECulture-CultureGEMRC@forces.gc.ca). The RCCAO National Co-Chairs are maintained as follows:
- a. Major Hilary Forbes;
  - b. Major J.R. Fleury; and
  - c. Master Warrant Officer Nicole Barrett.



5. We are committed to the success of this initiative and are actively seeking for volunteers who want to pursue change and help the Corps of RCEME through this necessary transformative journey. Interested parties are highly encouraged to contact the National Co-Chairs at the above mentioned plus account.

*Arte et Marte*

E. Gauthier  
Colonel  
Director RCEME

K.S. Northorp  
Chief Warrant Officer  
RCEME Corps SM

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