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ADM(PA)

Corporate Internal Communications

# COVID-19 Business Resumption – Communications Toolkit

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## ABOUT THE TOOLKIT

This Communications Toolkit was developed to help guide L1's/Commands in their efforts to inform Defence Team members (military and civilian) on the gradual resumption of business and activities following the displacement caused by COVID-19. It has been updated to reflect direction outlined in the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#) signed by the DM and CDS in October, 2020.

This Toolkit aims to provide resources and key messaging that can be tailored to help inform L1/Command staff down to unit level. As stated in the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#) (page 16, point 24), it is the responsibility of each L1 to leverage and promote ADM(PA) tools and resources through L1/Command channels to avoid duplication and ensure consistency. Responsible communications teams should leverage the available content and integrate key messaging/language into their respective plans/products to ensure consistency with the overall direction from the L0 level, along with the broader Government of Canada, and public health authorities.

Communication products must be targeted/modified to support Defence Team members that are working with different realities (caregiving obligations, regional considerations and direction, duty responsibilities, etc.) and are returning and/or resuming activities in different phases/stages (with same guiding principles outlined in the Directive). The most effective method of communication throughout this entire transition will be *Chain of Command*. The L0 Internal Communications Strategy, along with the respective Toolkits, are meant to provide recommendations and resources, but are not meant to replace direct Supervisor to staff engagement. Conversations at this level remain pivotal in ensuring members are properly prepared and informed.

To best address gaps in communication efforts, Corporate Internal Communications (CIC) has considered results and feedback from various surveys and polls to inform key areas requiring additional information as highlighted by Defence Team members.

Key takeaways from the Defence Team COVID-19 survey (April-May 2020) indicate that most Defence Team members felt their primary source of information is their immediate Supervisor/Chain of Command, that they were receiving the right amount of information, and that there is a need for streamlined (i.e. single-source) access to information. As a result, Supervisors and the Chain of Command are recommended to be the primary source of information, and it is recommended that staff are consistently directed to the main sources of information: Canada.ca ([FAQs](#), [COVID-19](#), [Resuming Work](#), [Ask Anything: COVID-19 Submission box](#)) and the [Communications and Supervisors' Toolkit](#).

In addition, key takeaways from the HR-Civ polls (August, October 2020) include the need for more communications from senior management, more information on Code 699, increased access to tool to maintain work-life balance, among more. This toolkit aims to address these gaps on an ongoing basis to best equip and inform Defence Team members.

CIC will continue to take results into consideration and adjust the tools and resources as needed.

## RESEARCH FINDINGS AND RECOMMENDATIONS

Over the course of the pandemic, the Defence Team has provided insightful feedback on COVID-19 and its impacts through various surveys and polls. Results indicate that the primary source of information for staff to receive communications is Supervisors and senior leadership (60% identified immediate Supervisor as their primary source). As a result of this finding, the CIC team updated both the Communications and [Supervisors' Toolkit](#) to include more up-to-date and relevant information, along with additional tools for Supervisors to communicate with staff, such as Blitz Meeting Resources, Speaking Points, and Templated Messages. Research findings also indicated that there is a need for streamlined access to information. These findings have been considered in the revision of the Strategy and products moving forward.

Since the reality is that most staff rely on their Supervisors and senior leadership to disseminate information related to COVID-19 and Business Resumption, it is highly encouraged that leaders leverage these toolkits and resources in order to ensure a streamlined communications process.

Other findings concluded that:

- Defence Team members found there were too many sources of information;
- work email was found to be the least effective method of communication (due to issues with network access that have since been addressed to a certain extent following the rollout of Microsoft Office 365); and
- the highest performing internal communications items only reached about 10% of the Defence Team.

Key takeaways from the HR-Civ poll included the need for more communications from senior management, more information on Code 699, access to tools to maintain work-life balance, etc.

To address this, CIC developed and continues to promote primary channels for Defence Team members to access key information, including Canada.ca: Defence Team - COVID-19 (Resuming Work), The Maple Leaf, Social Media and email correspondence (Defence Team weekly email, Joint DM/CDS communiques). CIC will also continue to develop templated products that both the Chain of Command and Supervisors can leverage and modify with messaging tailored to their regional/L1 realities.

L1s, Units, and the Chain of Command are responsible for leveraging and disseminating L0 Internal Communications products on a regular basis to ensure consistency at every level while avoiding duplication, in accordance with the [CDS/DM Directive for Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#) (page 16, point 24).

## DEPARTMENTAL COMMUNICATIONS ROLLOUT

The Defence Team COVID-19 Business Resumption Corporate Internal Communications Strategy outlines L0 communication activities, products and deliverables for the Defence Team Business Resumption Planning. It aligns with the broader Government framework (TBS, OCHRO, PHAC/HC, etc.) and follows the direction outlined in the [CDS/DM](#)

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[Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#). For a comprehensive list of products and rollout, please reach out to the CIC team at +Internal Communications internes@ADM(PA)@Ottawa-Hull [Internal\\_Communications\\_internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca) for the Defence Team COVID-19 Business Resumption Corporate Internal Communications Strategy.

In order to assist L1's, Commands, units, and teams with the varying communication needs, CIC developed this Communications Toolkit and a Supervisors Toolkit to help support the overall efforts in sharing information on business resumption and working in an environment that will remain altered by COVID-19 for the foreseeable future across the Defence Team. Products aim to generate awareness around this altered way of working and mitigate concerns and confusion among staff. This will be a gradual approach and timelines may vary from unit-to-unit.

It is important to note that Public Health Measures (PHM) and advice are continuously evolving. Moving into the Fall and Winter seasons, additional factors such as the influenza, COVID-19 resurgence, cold weather, and feelings of social isolation, may impact the processes/advice/guidelines outlined in this toolkit and the L0 Internal Communications Strategy. As a result, communications strategies will be revisited on an ongoing basis to ensure proper compliance. Should individual requirements/responsibilities change, staff will be informed in a timely manner by their Chain of Command.

Key guiding documents for business resumption across DND/CAF include:

- [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#)
- L1 and local Business Resumption Plans

## **Notification to staff – General Information**

Staff, whether in the workplace or working remotely, should have (and will continue to be) advised of their situation through a meeting with their Supervisor, which is then followed by a written confirmation of next steps. This should include resources on where they can find more information ([FAQs](#)) and reiterate any direction related to PHM and Personal Protective Equipment (PPE), if applicable.

## **NETWORK INFORMATION**

### **Resumption of work – accessing the network**

#### **Access to DWAN**

Increased DVPNI has been upgraded to three or four times what the initial capacity was. DVPNI has at the ability to host over 20,000 connections. If you require access to DVPNI, discuss feasible options and solutions with management

## Defence 365

ADM(IM) has rolled out [Defence 365](#), a Microsoft Office 365 platform for the Defence Team. This platform complements the existing T-DVPNI system to improve the remote work experience and enable all DND/CAF personnel to virtually connect with their teams from anywhere. Defence O365 is also now available on the DWAN.

Defence 365 accounts have been created and distributed for the entire Defence Team. To date, over 53,000 personnel have been onboarded. Once users activate their account and log in, they will have access to a Sharepoint support site with self-guided training, resources and updates.

## REFERENCE MATERIAL

For the most up-to-date information about working in a COVID-19 environment and Business Resumption, the following products should be consulted and monitored on a regular basis.

### **Defence Team**

- [Defence Team – COVID-19 - Canada.ca](#)
  - [Resuming Work](#)
  - [Working Remotely](#)
  - [DND/CAF COVID-19 Important Contacts](#)
  - [Ask Anything: COVID-19 Submission Box](#)
- [The Maple Leaf](#)
  - Monitor for new articles and ongoing updates related to Business Resumption Planning and COVID-19.
- [Defence Team News](#)
- [Military Response to COVID-19](#)
- DND/CAF social media accounts
  - **Facebook**
    - [National Defence](#)
    - [Canadian Armed Forces](#)
  - **Twitter**
    - [National Defence](#)
    - [Canadian Armed Forces](#)
- [Getting Help](#)
- [Civilian Flexible Work Program](#)
  - [Things you need to know about the new Civilian Flexible Work Program and mandatory agreement form](#)

### **DM/CDS messages**

- To inform Defence Team members of important updates in a timely manner;
- Reach a broad audience with consistent messaging and tone
- DM/CDS Message on Returning to Work
- OCHRO messages

### **Messages from:**

- Commanders of the CA;

- RCN;
- RCAF;
- CJOC;
- CONSOFCOM, among others.

### **Directives**

- [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#)
  - [What's new for the Defence Team – Fall Posture Directive](#)
  - [Occupational Health and Safety Conditions for Business Resumption](#)

### **Mental and Physical Health Resources**

- [Defence Team COVID-19 – Mental Health and Wellness](#)
- [Lifespeak](#)
- [Employee Assistance Program](#)
- [Canadian Forces Member Assistance Program](#)
- [Health Canada Employee Assistance Services](#)
- [Mental health and COVID-19 for public servants: Protect your mental health](#)
- [Centre of Expertise on Mental Health in the Workplace](#)
- [Family and intimate partner violence](#)
- [Health Services](#)
- [Mental health in the Canadian Armed Forces](#)
- [Mental Health Resources](#)
- [Mental Health Services](#)

### **Other**

- [CAF Medical Standards \(CFP 154\)](#)
- [Medical Assessments](#)
- [Chaplaincy](#)
- [The Guide to Benefits, Programs and Services for Serving and Former CAF members and their families](#)
- [Ombudsman](#)
- [Gender Based Analysis Plus](#)
  - [From risk to resilience: An equity approach to COVID-19](#)
- [CAFconnection.ca](#)
- [Family Information Line](#)
- [Military Family Resources Centres](#)
- [Military Family Services](#)
- [COVID-19 resources for parents and children](#)
- [COVID Alert app](#)
- [Update “Other Leave With Pay” Code 699](#)

### **Questions and Answers**

- [Frequently asked questions](#)
- [Defence Office 356 Frequently Asked Questions](#)

### **Infographics**

- [COVID-19 PPE and PHM](#)

- Details on frequent hand washing, physical distancing, cough etiquette, and routine cleaning;
- For additional training information on the proper use of PHM and PPE, visit the Canadian Forces Health Services Training Centre: [www.cfhstc.ca](http://www.cfhstc.ca);
- For additional information on the CDS/DM Directive on the use of PHM and PPE: [DND/CAF COVID-19 Public Health Measures and Personal Protective Equipment](#)
- [Decision Guide for Ergonomic/Support Equipment for Telework](#)

### **HR Go HR App**

- COVID-19: Stay Informed

### **CAF mobile application:**

- *Apple/Android* OCHRO messages
- DM/VCDS messages

### **HC/PHAC COVID Alert**

### **Guides**

- [DND/CAF Security Guide for Teleworking during the COVID-19 Response](#)
- [Defence 365 Support site](#) (only available to onboarded users once logged in)
- [Mental Health First Aid COVID-19 Self-Care & Resilience Guide](#)
- [COVID-19: Working Remotely – Tips for Team Members](#)

### **Human Resources**

- If you have HR related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and/or direct you to the right place.

### **Additional Resources (TBS)**

Designs and recommendations for use by real property and facilities OPIs.

- [Signage: Policy guidance/technical specifications for directional signage about mandatory health procedures and measures](#) - *only accessible off the DWAN*

A common look and feel adapted from the design developed by HC/PHAC (for example, colour palette, typography, etc.), supported by a series of templates

- [Brand: Style Guide for Internal Communications Products](#) - *only accessible off the DWAN*

Protocol outlining roles of HC, PSPC, SSC and TBS.

- [Media Relations Protocol](#) - *only accessible off the DWAN*



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## ANNEXES

### Annex A: Key messages

The following key messages can be modified/tailored for use by L1s in their communications activities.

#### Government of Canada Messages

##### National Defence Messages

- [General](#)
- [Business Resumption](#)
- [Resurgence/Flu Season](#)
- [Workplace Flexibility/School](#)
- [Travel](#)
- [Ergonomic/Support Equipment for Telework](#)
- [Protective Measures](#)
- [Wellness](#)
- [Mental Health – TBS](#)
- [Civilian Human Resources](#)
- [Vaccination](#)
- [Questions and Concerns](#)
- [Guiding Documents](#)

#### Government of Canada Messages

- Public health authorities have signaled that hand washing, mask wearing, and physical distancing requirements will remain in place. Many staff will find themselves working from home for some time to come.
- We will continue to move cautiously as we consider when to increase access to worksites. Re-opening access to federal worksites will continue to be gradual.
- The health and safety of employees is paramount. We will be guided by the decisions of public health authorities, including Canada's Chief Public Health Officer, and the direction of provinces and territories. Planning will be based on government-wide guidance and take into consideration the local public health situation and the priority of the work.
- This is a moment of opportunity. Even as we return to fuller scale operations, those operations will look different than before. We have the chance to leverage lessons learned now to accelerate our efforts towards an ever more agile, equipped and inclusive public service.
- To help keep yourself and others safe, the Government of Canada (GC) is encouraging Canadians/Defence Team members to download the new COVID Alert

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## App.

- This new mobile app alerts users if they have been exposed to COVID-19 and allows them to notify others if they have tested positive without sharing any personal information. Please note, Defence Team members who believe they may have been exposed to COVID-19 and have been in the workplace, must immediately notify their Supervisor and leave the workplace.
- This app was developed in an effort to limit the spread of COVID-19. When downloaded, it informs users on possible exposures before any symptoms appear. Defence Team members are encouraged to download this app.
- To find out if you can report a COVID-19 diagnoses in your province/territory, visit the [COVID Alert App web page](#).

## **National Defence Messages**

### ***General***

- DND/CAF are taking unprecedented measures to protect the health and well-being of its members, based on best practices recommended by Canadian health authorities and the Canadian Forces Surgeon General.
- Adopting best practices is a matter of obligation for readiness, as the CAF and its members must be able to continue current operations, and be ready for future operations and contingencies and for any unknown challenges they could face.
- DND/CAF will maintain essential core and administration activities to proceed with on-going operations, while taking all precautionary measures to avoid any illness or additional exposure to DND employees and CAF members, which may include standing down non-essential activities and travel bans outside Canada, as necessary.
- DND/CAF asks their personnel to disclose their potential exposure to COVID-19. Anyone who develops COVID-19 symptoms or comes into contact with someone infected with the virus are asked to seek medical care promptly and stay home.

### ***Business Resumption***

- The Defence Team continues to tailor its evolving COVID-19 response in close consultation and coordination with other GC departments and agencies, while simultaneously preparing for subsequent phases of the pandemic.

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- DND/CAF as well as many of our other GC counterparts have continued working through the initial phase of this crisis – and in some cases harder, and in a focused way in responding to COVID-19 pandemic.
  - During the initial response of COVID-19, various activities had to be temporarily suspended/deferred as they were no longer safe nor practical to do so under the circumstances or that the resources allocated to those activities were urgently needed elsewhere as part of the COVID-19 pandemic response. A number of critical force generation activities related to training, recruitment, and administration have resumed as they were deemed safe and appropriate to proceed.
  - The Defence Team is adapting in order to ensure the ongoing and future operational effectiveness of the CAF while protecting the health, safety and overall wellness of our personnel. The department will continue to maintain and support a sizable remote workforce where possible and pragmatic to do so and will ensure that those who are not working remotely from home have access to a safe working environment at DND/CAF establishments.
  - Defence 365 provides a Protected A DND/CAF supported platform for the Defence Team to continue working and collaborating at this time. Defence 365 is the recommended DND/CAF alternative to DWAN for those continuing to work from home and can also be used over DWAN for those working in the office.
  - As business resumes, Defence Team members will be required to observe additional safety precautions to limit the likelihood of infection. For example, an extended teleworking posture whenever possible, maintaining physical distancing, and wearing non-medical masks (NMM) or Personal Protective Equipment (PPE).
  - Defence Team members are encouraged to “avoid the 3Cs settings wherever possible” to prevent large clusters of COVID-19 infections:
    - closed spaces with poor ventilation;
    - crowded places where many people gather; and
    - close contact situations.
  - Masks or face coverings are required for all Defence Team members who cannot maintain a safe physical distance (2m or 6ft) from others while performing their duties. NMM will continue to be provided by the department to all military and civilian personnel to ensure your safety.
  - Personal masks are permitted, however, they should:
    - be made of at least 3 layers
      - 2 layers should be tightly woven material fabric, such as cotton or linen
      - the third (middle) layer should be a filter-type fabric, such as non-woven polypropylene fabric

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- be large enough to completely and comfortably cover the nose, mouth and chin without gaping
  - allow for easy breathing
  - fit securely to the head with ties or ear loops
  - be comfortable and not require frequent adjustments
  - be changed as soon as possible if damp or dirty
  - maintain its shape after washing and drying
- For more information on NMM and face coverings, visit the [Non-medical masks and face coverings web page](#).
  - Additional safety precautions have also been implemented within the Defence establishments including signage indicating one-way pathways and staircases, limited occupancy in elevators and washrooms, and hand sanitizing stations.
  - Each Supervisor will be responsible for ensuring that staff are abiding by physical distancing requirements and PPE and PHM guidance within the workplace.
  - The health and safety of Defence Team members continues to be our top priority on an individual and collective level. The health status of Defence Team personnel and their dependents, as well as childcare requirements, access to public transport, and the availability of social and community services will be carefully considered. Similarly, we will continue to monitor public health conditions at a community level, and take quick action if required.
  - DND/CAF, as responsible partners in the overall GC effort to combat COVID-19, have taken numerous precautions and implemented various measures to protect our personnel, while maintaining our readiness to assist the GC when requested to do so.
  - Recognizing the enduring and evolving nature of this crisis, DND/CAF continues to provide updated direction and guidance to its personnel with respect to PHM and on the usage of PPE.
  - Staff returning to the workplace will not be automatically tested for COVID-19. However, any Defence Team member who is experiencing COVID-19 symptoms is encouraged to get tested, following the advice of their provincial and territorial health authorities.
  - Should a Civilian Defence Team member feel ill and be experiencing symptoms of COVID-19, they are asked to inform their Supervisor, go/stay home, and contact local public health authorities. This will be supported by management across the Defence Team.
  - Should a CAF member feel ill and be experiencing symptoms of COVID-19, they should seek a test at a local clinic/hospital or health services centre if on a military

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base. They are then expected to follow instructions from medical personnel. CAF members are encouraged to use the Public Health Agency of Canada [online self-assessment tool](#) and to follow local medical clinics' advice if they develop symptoms or they think they need to be tested for COVID-19.

- As a CAF member, on a situational basis compassionate leave may be approved to provide you with sufficient time away from your place of duty when such absence is appropriate as a result of urgent and exceptional personal reasons, including but not limited to:
  - If you are subjected to a period of observation, without being symptomatic, compassionate leave can be granted in cases where working remotely from home or the observation location is not possible;
  - If you live with/care for a member of the vulnerable population or you are experiencing childcare challengesIf you have been diagnosed with or have a presumptive case of COVID-19, you will be granted sick leave by your health care provider.
- As an option to explore as Civilian DND employee, the Civilian Flexible Work program (CFWP) offers guidance and tools to support the use of workplace flexibility. Other Paid Leave (Code 699) can be considered on a case-by-case basis if an individual is experiencing child care challenges, but flexible working arrangements should be considered before taking Code 699. Each request for Code 699 should be reviewed based on the individual's circumstances and is subject to management discretion, in consultation with LR.
- CF Health Services Group (CF H Svcs Gp) is expanding its contact tracing capability for CAF members in support of widespread public health efforts to ensure a safe work environment for all, in preparation for the DND/CAF phased return to the workplace in the upcoming weeks. Besides reengineering the workplace and work processes, considerable effort has been focussed toward directing and containing the spread of COVID-19 cases within the CAF.
- Contact tracing is an essential measure the CAF has implemented to interrupt ongoing transmission and reduce the spread of COVID-19. It is used in combination with other interventions such as practicing proper hygiene, wearing NMM, PPE, and physical distancing. When contacts of cases are quickly identified and instructed to self-quarantine or self-isolate, community spread is reduced and more knowledge is acquired about the epidemiology of the disease.

### ***Resurgence/Flu Season***

- Colder weather and 'pandemic fatigue' has resulted in increased community transmission of COVID-19 and ultimately, a resurgence for some regions in Canada.

- A resurgence presents new challenges to DND/CAF, Defence Team members and their families. We may be required to find innovative ways to mitigate risks to force health, while enhancing our resilience to withstand further shocks and maintaining force elements ready to respond to the needs of Canadians and those of our allies.
- Access to Defence establishments may be reduced accordingly with public health restrictions.
- COVID-19 resurgence is expected to be asymmetrical impacting the operations of bases and wings at different times and with varying severity. Local commanders and their chains of command will adhere to local, municipal/P/T restrictions in consultation with their local Base/Wing/Regional Surgeon, and adjust operations accordingly.
- DND/CAF will continue to provide and support combat-effective, multi-purpose forces to protect Canada and Canadians at home and abroad, while remaining prepared to respond domestically to any COVID-19 resurgence.
- With flu season here, Defence Team members are encouraged to get influenza vaccine. This will help to keep our families, colleagues and ourselves healthy and will also reduce the burden on our healthcare system. It is important to support hospitals in ensuring they are not caring for flu and COVID-19 patients at the same time. The flu shot will aid in this, and will help reduce the requirement for using limited testing capability to roll out COVID-19 infection.

### ***Workplace Flexibility/School***

- DND/CAF take the safety of members and their families seriously. Reach out to your Supervisor or Chain of Command to have important discussions about your situation and needs.
- Balancing work and home responsibilities has become increasingly difficult in a COVID-19 environment. Senior management is aware of the ongoing challenges presented to Defence Team members, and are continuing to discuss across DND senior management, TBS and OCHRO to determine the best way forward.
- The Civilian Flexible Work Program offers guidance and tools to support the use of workplace flexibility. Code 699 can be taken if an individual is experiencing child-care challenges if all other leave or flexible work options have been exhausted. Each request for Code 699 leave should be reviewed based on the individual's circumstances and is subject to management discretion, in consultation with LR.

### ***Travel***

- Military members are now authorized to travel domestically while following local regulations in the province/territory of origin and destination, including those

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provinces/territories the member must transit through during their voyage.

- All non-duty related domestic travel outside of a member's local area must be authorized through the regular leave pass process used in units and organizations. These will be assessed and approved on a case-by-case basis by the Chain of Command and will depend on the situation.
- Generally, travel can be constrained for CAF members when risks are elevated in order to safeguard them, to preserve operational capabilities and readiness, and to ensure that they are capable of assisting civil authorities and Canadians, should the need arise.
- Please refer to the latest [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#) for a full list of travel restrictions.

### ***Ergonomic/Support Equipment for Telework***

- The health and safety of all staff is the department's top priority. It is essential to properly equip Defence Team members during this time.
- If you require equipment to support your remote work, you must first utilize existing processes to acquire what you need from your office space. If you require additional IT equipment, you should then utilize existing DND inventory.
- To qualify for ergonomic support equipment from DND at home, specific criteria must be met, reviewed and approved by your Supervisor. More information can be found [here](#).
- Although many Defence Team members have retrieved office equipment and supplies as recommended, some have had to purchase specific items to ensure that work duties can continue to be performed remotely in the most effective way possible. For more information including eligibility and the reimbursement claim process, consult the [Remote Work Reimbursement Support Message](#).

### ***Protective Measures***

- The best mitigation and preventive measures, emphasized by both the Surgeon General's staff and the Public Health Agency of Canada (PHAC) include following the advice and public health measures, wearing a mask when out in public, washing our hands thoroughly and often with soapy water or utilizing hand sanitizer, practicing cough and sneeze etiquette, staying home when symptomatic, and respecting physical distancing at work, at home and in the community.

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- It is critical that these measures continue, even as we face a resurgence in cases in many areas. As of now, there is no set date for global return to work schedule for the entire organization and decisions will be made by Level 1 and Command organizations across Defence. However, department and agencies planning to return to the workplace are ensuring that managers, Supervisors and employees have access to guidance and advice that will ensure a safe return.
  - As a Defence Team member, you are encouraged to continue to talk to your Supervisor if there is a periodic or ongoing requirement for you to work from home due to COVID-19 related reasons (i.e. child care, elder care, symptoms, etc.).
  - Directions and guidance have been provided to DND/CAF personnel with respect to mitigation measures including practicing proper hygiene, wearing NMM, and physical distancing. When contacts of cases are quickly identified and instructed to self-quarantine or self-isolate, community spread is reduced and more knowledge is acquired about the epidemiology of the disease.
  - What has changed is our new normal. The easing of restrictions will occur gradually and at a different pace based on geography, function, physical space limitations, the availability of social infrastructure and individual circumstances.
  - We will continue to seek to leverage technology like Defence 365 for remote working and collaboration, and DND's Flexible Work arrangements to enable our team to respect physical distancing measures where possible. This could mean maintaining telework arrangements, staggering shifts, and reorganizing workspaces to ensure maximum distance between workers.
  - Where work arrangements do not permit ideal PHM (such as physical distancing), we will continue to ensure that members are issued NMM and/or PPE, and receive training on their use.
  - In all cases, we will continue to listen to our health experts, respect physical distancing requirements to the maximum extent possible, and take appropriate measures to provide a safe work environment.
  - Members are also reminded to leverage the [COVID-19: Learning resources](#) available on a continuous basis.
  - Defence Team members are also encouraged to download the [COVID Alert App](#) in order to be alerted if they have been exposed to COVID-19 and notify others if they have tested positive without sharing any personal information.



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## Wellness

- The entire DND senior management team is here to support you throughout this business resumption process. You are encouraged to leverage the mental and physical wellness resources that are available to you as a CAF/DND member. Refer to the [Defence Team COVID-19 – Mental Health and Wellness page](#).
- The fall/winter months often pose additional mental health challenges due to the reduced access to sunlight and outdoor activities, a trend that is likely to be exacerbated by continued social isolation. Remember that you are not alone. Each of us has an important role to play and will get through this as one strong Defence Team.
- As a CAF member, if you encounter challenges with mental health during the COVID-19 pandemic, reach out to any of these resources to seek advice and help:
  - CAF Member Assistance Program (CFMAP) or EAP 1-800-268-7708
  - LifeSpeak – online health and wellness platform
  - [CAF Medical Clinic nearest you](#) – psychosocial services and mental health program
  - Military Family Resource Centres
  - Family Information Line 1-800-866-4546
  - Wing or Base Chaplain
  - In the event of an urgent or life-threatening situation – by calling 911
- Periods of change can be stressful and challenging. Members across the Defence Team have demonstrated outstanding resilience and flexibility. Be sure to take care of yourself both mentally and physically during this transition period.
- Short-term enhancements to the Public Service Health Care Plan have also been made to further support civilian employees at this time. The requirement to have a prescription for psychological services is temporarily suspended, and the scope of qualifying mental health professionals expanded, until non-critical business is authorized to resume or as indicated otherwise.
- For more information on the benefits and services that apply to you, please visit the link below. If you have any outstanding questions, feel free to speak with me or someone within your Chain of Command.
  - CAF: <https://www.canada.ca/en/department-national-defence/services/benefits-military/pay-pension-benefits/benefits.html>
  - Civilians: <https://www.canada.ca/en/ombudsman-national-defence-forces/education-information/civilian-employees.html>
- Staying connected is important. Speak to your Supervisor if you have concerns or questions about returning to the workplace.

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- If you have HR related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place.

### ***Mental Health – TBS***

- The COVID-19 outbreak and the necessary public health measures to contain its spread can have a negative impact on the mental health of people and communities across Canada, including federal public servants and their families.
- The [Centre of Expertise on Mental Health in the Workplace](#) offers a dedicated online hub on COVID-19 and mental health for public servants, providing timely, curated resources, services and supports. It includes tips and tools on how to take care of your mental health during the COVID-19 outbreak and where to get more help if needed.
- Short-term enhancements to the Public Service Health Care Plan have also been made to further support staff at this time. The requirement to have a prescription for psychological services is temporarily suspended, and the scope of qualifying mental health professionals expanded, until non-critical business is authorized to resume or as indicated otherwise.

### ***Civilian Human Resources***

- For all your HR-related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363).
- Other important sources of information are the HR GO RH App. You can download the app using your android or apple device.
- Staying connected is important. Speak to Supervisor if you have concerns or questions about returning to the workplace.
- Managers and employees both play a critical role in maintaining the workflow during these unprecedented times. The Civilian Flexible Work Program (CFWP) helps employees and managers work together toward mutually beneficial solutions.
- The new program applies to all civilian DND employees and allows managers – including military managers of civilian employees – when feasible, to authorize civilian employees to alter the following:
  - work schedule;
  - number of hours they work; or

- location in which they work.
- All civilian DND employees who are currently working remotely or seeking flexible work arrangements were required to fill out the mandatory form with their managers by September 30, 2020.
- Have a discussion about desired business outcomes and how these can be achieved.
- Balancing work and home responsibilities has become much more difficult during this time and will continue to pose challenges for our Defence Team members.
- Code 699 can currently be taken if an individual is experiencing child-care challenges, but flexible working arrangements should be considered before taking Code 699.
- Clarified guidance around the use of Code 699 is now effective as of November 9, 2020. The [Update: "Other Leave with Pay" Code 699 article](#) emphasizes that this leave should be granted on a case-by-case basis, and only after remote or alternate work, or flexible work hours have been considered, and generally only after other relevant paid leave has first been used by the employee.
- Once all available options have been considered, and managers have consulted with their Labour Relations advisors, Code 699 could be available in situations where an employee:
  - has work or technology limitations,
  - cannot work remotely and has been diagnosed with COVID-19, is experiencing symptoms and/or is required to self-isolate,
  - has caregiving responsibilities as a result of such things as school or daycare closures, or COVID-19 illness or isolation requirements, or
  - cannot work remotely and is at high risk or has someone in their care who is at high risk of severe illness from COVID-19.

## ***Vaccination***

- The National Advisory Committee on Immunization (NACI) has provided early expert guidance to support provincial and territorial governments with sequencing decisions for early immunization. The availability of vaccine is expected to increase throughout the year, ultimately providing every Canadian with the opportunity to access a COVID-19 vaccine by September 2021.
- It is anticipated that the entire Canadian population, including all Defence Team members, will be offered immunization by the end of 2021.
- CAF has begun a COVID-19 immunization campaign in order to reduce the threat to its members and maintain operational readiness to support Canadians when and where needed.
- The COVID-19 vaccine will continue to be made available to all eligible CAF members who want one as further allocations arrive from the Public Health Agency of Canada

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(PHAC).

- CAF will continue to prioritize vaccine administration to personnel guided by the priorities established by PHAC, guidelines from the NACI, approved by the CDS under the medical advice of the CAF Surgeon General.
- COVID-19 vaccination is a safe and effective way to help protect Canadians against the coronavirus and from developing related complications.
- In order to reduce the strain on provincial/territorial health systems and to give immunization programs a chance to work, everyone must continue to follow public health measures including social distancing, physical distancing, washing hands frequently and wearing a mask, regardless of whether they have been vaccinated or not.
- CAF COVID-19 vaccination is voluntary. Whether or not vaccination will be made a requirement for an operation or a position is a decision to be made by CAF leadership, in consultation with their medical and legal advisors. Verification of COVID-19 vaccination may be a requirement for CAF members to operate in high-risk environments, such as those with vulnerable populations, or in regions with mandated COVID-19 immunization requirements. As vaccine becomes more readily available and used by the general Canadian population, it may become part of the routine immunization standard.
- Eligible CAF members in Canada will be able to receive their COVID-19 vaccine conveniently through their Canadian Forces Health Services system.
- Non-eligible CAF members and Civilian employees are encouraged to receive their COVID-19 vaccination through their provincial or territorial health care provider.

### ***Questions and Concerns***

- Defence Team members have the right to have concerns and ask questions during the Business Resumption Period. If your question has not already been answered on the [FAQs page](#), be sure to reach out to your Supervisor who are equipped to guide and support you. If that is not an option, you can submit your question through the [Ask Anything: COVID-19 submission box](#).
- If you have HR related questions, please contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place

### ***Guiding documents***

**[CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\) \(October, 2020\)](#)**

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## **L1 Business Resumption Plans**

Plans outlining more specific direction, guided by the two above-mentioned directives. Each L1/Command will issue these overarching plans that take into account factors specific to their areas of responsibility.

\*No two L1/Command plans will be the same but most will be interconnected with other L1/Commands'. Some groups will employ a more consistent approach with the L0 strategy, whereas larger organizations will require details that will need to be customized to suit their organizational requirements. In many cases, a great deal of discretion will be given to the local commanders to communicate business resumption plans to their respective staff.

## **Local Business Resumption Plans**

Local Business Resumption plans specific to individual teams and units will guide when and how Defence Team members will return to work. Before being implemented, discussions must take place between Supervisors and each staff member. Supervisors must consult their business resumption plans with their Occupational Health and Safety representative prior to staff returning to work as well.

## Annex B: Template messages

Communication leads/support and military and civilian leaders (Chain of Command) are responsible for informing personnel on all relevant updates, ensuring they are comfortable with the way forward, and that local public health measures are being followed.

The text below provides templated messages that can be used/adapted by Chain of Command or Communications leads/support to communicate information about working in an environment altered by COVID-19, and its impact on each L1/Command. You may also consult the [Supervisors' Toolkit](#) for templated messages tailored to staff from immediate Supervisors.

Please modify as required.

### Template messages:

- [Update on Working in a COVID-19 Environment](#)
- [Update on Resurgence](#)
- [Update for Defence Team parents/caregivers](#)
- [Update on Overall Business Resumption](#)
- [Message to staff on compliance with PPE, PHM, and physical distancing](#)
- [Other templates: Social Media, newsletter and promotional content](#)

### ***Update on Working in a COVID-19 Environment***

**To:** Unit level staff

**From:** Supervisors/Communication leads

**Subject:** Update on working in an active COVID-19 environment / Mise à jour sur le travail dans un contexte de COVID-19

*Le français suit*

Dear [staff member/team],

Thank you for your ongoing efforts and patience as we continue to work in an environment altered by COVID-19. As per the October [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#), many parts of Canada are experiencing a resurgence. The Defence Team must continue to maintain the ability to function safely and remain vigilant as we navigate this ongoing pandemic.

Each member of the Defence Team plays an important role in providing critical capabilities and services that are essential to protect Canadians and defend Canada. With the possibility of 'pandemic fatigue' setting in, flu seasons occurring, as well as colder weather approaching, many of us may be stuck indoors. It is our responsibility to reject complacency, continue to practice of Public Health Measures, and regularly consult the [Layered Risk Mitigation Strategy](#). It is also the responsibility of each L1 member to understand the information outlined in the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#) and to consult all

respective L0 information and resources on an ongoing basis (e.g. [Ask Anything: COVID-19 inbox](#), [FAQs](#), [Supervisors' Toolkit](#), [Communications Toolkit](#), Social Media content, etc.).

During times like these, it is natural and common to have questions and concerns. If you are feeling uncertain, stressed or simply would like to know more, you are encouraged to access the [Defence Team COVID-19 – Mental Health and Wellness resources](#), the [Frequently asked questions](#), leverage the [Ask Anything: COVID-19 submission box](#), [HR Go RH App](#) and [CAF App](#), and most importantly, reach out to myself or someone within the Chain of Command. As time passes and this remains our reality for the foreseeable future, I hope that you take action to maintain positive mental and physical health and that you are open with me about how I can support you in working through a COVID-19 environment.

We are all navigating through these challenges together and we appreciate your patience and resilience. No one is meant to go through this alone and each of us has the collective Defence Team to lean on for support.

Remember, to help keep the Defence Team safe, the GC is strongly encouraging Canadians to download the [COVID Alert App](#).

Thanks,  
(Add signature)

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À l'intention de l'état-major et des membres de l'Équipe

Nous sommes reconnaissants de vos efforts et votre patience alors que nous continuons à travailler dans un environnement modifié par la COVID-19. Conformément à la [Directive du CEMD et de la SM sur la reprise des activités suite à la COVID-19 émise en octobre \(posture pour l'automne 2020\)](#), nous remarquons une recrudescence de la COVID-19 dans plusieurs régions du Canada. L'Équipe de la Défense doit continuer à pouvoir fonctionner en toute sécurité et à rester vigilante en cette période de pandémie.

Chaque membre de l'Équipe de la Défense joue un rôle important en apportant une contribution cruciale et en fournissant des services essentiels pour protéger les Canadiens et défendre le Canada. Avec la possibilité qu'une certaine lassitude à l'égard de la pandémie s'installe, avec l'arrivée de la saison de la grippe et du temps froid, beaucoup d'entre nous pourraient être coincés à l'intérieur. Il est de notre responsabilité de ne pas relâcher notre vigilance, de continuer à pratiquer des mesures de santé publique et de consulter régulièrement la [Stratégie d'atténuation des risques par niveaux](#). Il incombe également à chaque membre de N1 de comprendre l'information contenue dans la directive du [CEMD et de la SM pour la reprise des activités continues dans le contexte de la COVID-19 \(posture pour l'automne 2020\)](#) et de consulter tous les renseignements et toutes les ressources du N0 de façon régulière (p. ex. [la boîte Demandez n'importe quoi : COVID-1, FAQ](#), [Trousse d'outils des superviseurs](#), [Trousse d'outils sur les communications](#), contenu des médias sociaux, etc.).

En des temps comme ceux que nous vivons, il est naturel et courant d'avoir des questions et des préoccupations. Si vous vous sentez inquiet, stressé ou si vous souhaitez

simplement en savoir plus, nous vous invitons à accéder aux [ressources de Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#), à la [Foire aux questions](#), au formulaire [Demandez n'importe quoi : COVID-19](#), à l'[application HR Go RH](#) et à l'[application des FAC](#), et encore plus important, communiquez avec moi ou une personne au sein de la chaîne de commandement. Le temps passe et la situation n'est pas sur le point de revenir à la normale, j'espère que vous prendrez des mesures pour préserver votre santé mentale et physique et que vous serez d'accord avec moi sur la façon dont je peux vous aider à travailler dans un contexte de la COVID-19.

Nous traversons tous ensemble cette période sans précédent, et votre patience et votre résilience sont appréciées. Personne n'est tenu de traverser cela seul et chacun de nous pouvons compter sur le soutien de l'Équipe de la Défense.

N'oubliez pas que pour contribuer à la sécurité de l'Équipe de la Défense, le GC encourage vivement les Canadiens à télécharger [l'application Alerte COVID](#).

Merci,  
(Ajouter l'attache de signature)

#### ***Update on Resurgence - for L1 heads to communicate to all staff***

**To:** L1/Command staff

**From:** L1s/Commands

**Subject:** [insert L1] update for COVID-19 Resurgence / Mise à jour de [insérer le N1] concernant la recrudescence de COVID-19

*Le français suit*

Dear [insert L1],

As you will have read in the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment](#) (Fall 2020 Posture), Defence is continuing to work through and navigate a COVID-19 environment. This Directive outlines clear principles that will be used to guide our reality for the foreseeable future.

With the possibility of 'pandemic fatigue' setting in for many as well as flu season occurring, it is more important than ever to reject complacency towards vigilance in our collective duty to abide by [Public Health Measures and Personal Protective Equipment](#) as well as the use of the [Layered Risk Mitigation Strategy](#). These are important actions and they matter.

Colder weather will force many of us indoors with closer proximity and will create a new set of challenges and range of emotions. The Defence Team Chain of Command remains committed to supporting you. We want to reiterate the importance of maintaining our ability to function in a COVID-19 environment and continue our posture of being able to adapt to changing public health direction from region to region in a rapid and effective manner.

As things continue to progress, we are committed to keeping [insert L1] informed.



[Insert local level specifics about where unit is at]

Supervisors will continue to renew tactical plans for the unit level and we encourage you to speak with your Chain of Command about what these developments mean for you and your team. As working in a COVID-19 environment continues, [insert L1/Command] will likely be impacted in areas such as:

- [insert implications for your respective area e.g. approximate amount of staff returning, working remotely, functions that will be reintroduced immediately and those which will be reintroduced at a later date, etc.] OR;
- [insert broad messaging, particularly as different parts of the country move through different phases.]

While Defence Team members continue to work in an environment altered by COVID-19, we acknowledge that change can be difficult. It is natural to have questions, so I encourage you to access the many resources available to you including the [Defence Team – COVID-19 web site](#), [Resuming work](#), [Working Remotely](#), and [COVID-19 – Mental Health and Wellness pages](#). Most importantly -- have a conversation with your Chain of Command. Remember, to help keep the Defence Team safe, the GC is strongly encouraging Canadians to download the [COVID Alert App](#).

Your continued patience and resilience is appreciated. We are in this together.

Thanks,  
(Add signature)

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Cher [insérer le N1],

Comme vous l'aurez lu dans la [directive du CEMD et de la SM pour la reprise des activités continues dans le contexte de la COVID-19](#) (posture pour l'automne 2020) la Défense continue de travailler et de naviguer dans un contexte de la COVID-19. La Directive énonce des principes clairs qui serviront à nous orienter face à la nouvelle réalité des prochains mois.

Avec la possibilité qu'une certaine lassitude à l'égard de la pandémie s'installe et avec l'arrivée de la saison de la grippe, il est plus important que jamais de ne pas relâcher notre vigilance dans notre devoir collectif de respecter les [mesures de santé publique et le port de l'équipement de protection individuelle](#) ainsi que l'utilisation de la [Stratégie d'atténuation des risques par niveaux](#). Ce sont des actions importantes et elles comptent.

Le temps plus froid obligera beaucoup d'entre nous à rester à l'intérieur et créera une nouvelle série de défis et une nouvelle gamme d'émotions. La chaîne de commandement de l'Équipe de la Défense reste engagée à vous offrir son soutien. Nous voulons réitérer l'importance de maintenir notre capacité à fonctionner dans un contexte de COVID-19 et à continuer notre posture de pouvoir nous adapter aux changements d'orientation de la santé publique d'une région à l'autre de manière rapide et efficace.

Nous nous engageons à tenir [insérer le N1] au courant à mesure que les choses progressent.

[Insérer des précisions au niveau local sur le progrès actuel de l'unité]

Les superviseurs continueront de réviser des plans tactiques pour le niveau de l'unité et nous vous invitons à vous adresser à votre chaîne de commandement concernant la signification de ces développements pour vous et votre équipe. Le travail dans un contexte de COVID-19 [insérer le N1/commandement] sera probablement touché dans des domaines tels que :

- [Insérer les implications pour votre secteur respectif, p. ex. le nombre approximatif de membres du personnel de retour au travail, le travail à distance, les fonctions qui seront reprises immédiatement et celles qui le seront à une date ultérieure, etc.] OU;
- [insérer un message général, en particulier lorsque différentes régions du pays passent par différentes phases].

Bien que les membres de l'Équipe de la Défense continuent de travailler dans un environnement modifié en raison de la COVID-19, nous reconnaissons que le changement peut être difficile. Il est naturel d'avoir des questions, et je vous encourage donc à accéder aux nombreuses ressources dont vous disposez, y compris le [site Web Équipe de la Défense – COVID-19, Retour au travail, Travail à distance](#), et [la page Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#). Plus important encore, discutez avec votre chaîne de commandement. N'oubliez pas que pour contribuer à la sécurité de l'Équipe de la Défense, le GC encourage vivement les Canadiens à télécharger [l'application Alerte COVID](#).

Nous vous remercions de votre patience et de votre résilience. Nous sommes tous dans le même bateau.

Merci,  
(Ajouter l'attache de signature)

### **Update for Defence Team parents/caregivers - for L1 heads to communicate to all staff**

**To:** L1/Command staff

**From:** L1s/Commands

**Subject:** [insert L1] update for Defence Team parents/caregivers / Mise à jour de [insérer le N1] concernant la xx

*Le français suit*

Dear [insert L1],

As you will have read in the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#), Defence is continuing to work through and navigate a COVID-19 environment. This updated Directive outlines clear principles that will

be used to guide this reality over foreseeable future.

We understand that the pandemic poses a new set of challenges for Defence Team parents and caregivers, inviting a lot of uncertainty about how to balance work and care for a dependent.

The Defence Team Chain of Command understands the complexity of how parents and families are directly impacted through the opening of schools and the heightened likelihood of community transmission. If you or a colleague is dealing with a situation related to this and are seeking information on how this will impact day to day work, please speak to your Supervisor or Chain of Command. Additionally, there are several resources available to guide staff through this, and we encourage Defence Team members to consider flexible work arrangements, as well as other leave and work arrangement options.

Resources:

- [Employee Assistance Program \(EAP\)](#)
- [Canadian Forces Member Assistance Program \(CFMAP\)](#)
- [Employee Assistance Services \(EAS\)](#)
- [Health Canada – Employee Assistance Program](#)
- [LifeSpeak](#)
- [LifeWorks](#)
- [COVID-19 resources for parents and children](#)
- Leave With Pay for Other Reasons (code 699)
  - [Update: “Other Leave with Pay” Code 699 article](#)
  - [Civilian Flexible Work Guidance](#)
  - [Resuming Work FAQs](#)
- Mental Health and Wellness Resources
  - [Mental Health in the Canadian Armed Forces](#)
  - [Defence Team COVID-19 – Mental Health and Wellness](#)
- Flexible Workplace Program (FWP) (deadline is September 30)
  - [Defence Team COVID-19 – Working remotely](#)
- Process if there is a need to quarantine should children begin to show flu symptoms and the support that parents will receive under such circumstances.
- Ergonomic/office equipment
  - [April 23: Update from the Office of the Chief Human Resources Officer \(OCHRO\): The Defence Team’s approach to ergonomic or support equipment for telework](#)
  - [Remote Work Reimbursement Support Message](#)

The Defence Team will continue to check in on parents and caregivers through surveys and polls. Please be sure to take this as an opportunity to share your experience and thoughts.

Your continued patience and resilience are appreciated. We are in this together. Remember, to help keep the Defence Team safe, the GC is strongly encouraging Canadians to download the [COVID Alert App](#).

Thanks,  
(Add signature)

Cher [insérer le N1],

Comme vous l'aurez lu dans la [directive du CEMD et de la SM pour la reprise des activités continues dans le contexte de la COVID-19](#) (posture pour l'automne 2020) la Défense continue de travailler et de naviguer dans un contexte de la COVID-19. La Directive mise à jour énonce des principes clairs qui serviront à nous orienter face à la nouvelle réalité des prochains mois.

Nous comprenons que la pandémie pose une nouvelle série de défis aux parents et aux soignants membres de l'Équipe de la Défense, ce qui entraîne une grande incertitude quant à la manière de concilier travail et prise en charge d'une personne dépendante.

La chaîne de commandement de l'Équipe de la Défense comprend la complexité de la manière dont les parents et les familles sont directement touchés par l'ouverture des écoles et la probabilité accrue de transmission dans la communauté. Si vous ou un collègue faites face à une situation liée à ce problème et souhaitez obtenir des renseignements sur les répercussions de cette situation sur votre travail quotidien, veuillez vous adresser à votre superviseur ou à votre chaîne de commandement. De surcroît, plusieurs ressources sont à la disposition pour guider le personnel dans cette démarche, et nous invitons les membres de l'Équipe de la Défense à envisager des modalités de travail flexibles, ainsi que d'autres options de congés et d'organisation du travail.

Ressources :

- [Programme d'aide aux employés \(PAE\)](#)
- [Programme d'aide aux membres des Forces canadiennes \(PAMFC\)](#)
- [Programme d'aide aux employés \(PAE\)](#)
- [Programme d'aide aux employés, Santé Canada](#)
- [LifeSpeak](#)
- [SynerVie](#)
- [Ressources sur la COVID-19 pour les parents et les enfants](#)
- Autres congés payés pour d'autres raisons (code 699)
  - [Mise à jour : « Autres congés payés » \(code 699\)](#)
  - [Lignes directrices pour le Programme civil de travail flexible](#)
  - [FAQ liée au retour au travail](#)
- Ressources en santé mentale et en mieux-être
  - [Santé mentale des militaires](#)
  - [Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#)
- Programme de flexibilité du milieu de travail (échéance 30 septembre)
  - [Travailler à distance pour l'Équipe de la Défense en période de COVID-19](#)

- La marche à suivre en cas de nécessité de mise en quarantaine si les enfants commencent à présenter des symptômes de grippe et le soutien que les parents recevront dans de telles circonstances.
- Équipement ergonomique et de bureau
  - [23 avril : Mise à jour du Bureau du dirigeant principal des ressources humaines \(BDORH\) : L'approche de l'Équipe de la Défense en matière de l'équipement de soutien ergonomique et le télétravail](#)
  - [Message concernant l'aide au remboursement pour le travail à distance](#)

L'Équipe de la Défense continuera à surveiller les membres qui s'occupent de leurs enfants ou de leurs parents par des sondages. N'oubliez pas de profiter de cette occasion pour partager votre expérience et vos réflexions.

Nous vous remercions de votre patience et de résilience. Nous sommes tous dans le même bateau. N'oubliez pas que pour contribuer à la sécurité de l'Équipe de la Défense, le GC encourage vivement les Canadiens à télécharger l'application Alerte COVID.

Merci,

(Ajouter l'attache de signature)

### ***Update on overall business resumption - for L1 heads to communicate to all staff***

**To:** L1/Command staff

**From:** L1s/Commands

**Subject:** [insert L1] update for resumption of sustained activities / Mise à jour de [insérer le N1] concernant la reprise des activités

*Le français suit*

Dear [insert L1],

As you will have read in the October 6 [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#), Defence is continuing with the resumption of sustained activities in a COVID-19 environment. The [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#), outlines clear principles that will be used to guide this posture over the next few months.

In light of the resurgences happening across the country along with flu season occurring, we must strengthen our commitment to the Health & Safety guidelines in place at Defence establishments.

Throughout this process, [Insert L1/Command] remains committed to keeping you informed and up-to-date on the status of our progress, along with guidance on:

- who will continue to work from home;
- what health and safety measures will be in place for those being reintroduced into the workplace;

- whether we will have to reactive our BCP;
- relevant information related to VPN access and access to GC networks;
- physical distancing in the workplace;
- cases of COVID-19 in the workplace;
- work refusals; and

[Insert local level specifics about where unit is at]

Supervisors continue to renew tactical plans for the unit level and we encourage you to speak with your Chain of Command about what these developments mean for you and your team. As the gradual resumption and reintegration continues begins, [insert L1/Command] will likely be impacted in areas such as:

- [insert implications for your respective area e.g. approximate amount of staff returning, working remotely, functions that will be reintroduced immediately and those which will be reintroduced at a later date, etc.].

While we continue our work in a COVID-19 environment, we acknowledge that change can be difficult. It is natural to have questions, so I encourage you to access the many resources available to you including the [Defence Team – COVID-19 web site, Resuming work, Working Remotely](#), and [COVID-19 – Mental Health and Wellness page](#). Most importantly -- have a conversation with your Chain of Command.

Your continued patience and resilience is appreciated. We are in this together.

Remember, to help keep the Defence Team safe, the GC is strongly encouraging Canadians to download the [COVID Alert App](#).

Thanks,  
(Add signature)

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Cher [insérer le N1],

Comme vous l’aurez lu dans la directive du 6 octobre du [CEMD et de la SM pour la reprise des activités continues dans le contexte de la COVID-19 \(posture pour l’automne 2020\)](#), la Défense continue avec la reprise des activités dans un contexte de COVID-19. La [directive du CEMD et de la SM pour la reprise des activités continues dans le contexte de la COVID-19 \(posture pour l’automne 2020\)](#) énonce des principes clairs qui serviront à guider cette posture au cours des prochains mois.

À la lumière des recrudescences qui se produisent partout au pays en même temps que la saison de la grippe, nous devons renforcer notre engagement envers les lignes directrices en matière de santé et de sécurité mises en place dans les établissements de la Défense.

Tout au long de ce processus, [insérer le N1/commandement] demeure déterminé à vous tenir informé et à jour sur l’état de nos progrès, tout en fournissant une orientation sur ce qui suit :

- Les personnes qui continueront de travailler à la maison;
- Les mesures de santé et de sécurité qui seront mises en place pour les personnes réintégrées en milieu de travail;
- Si nous devons être proactifs à notre PCA;
- L'information pertinente relative à l'accès au réseau privé virtuel (RPV) ainsi qu'aux réseaux du GC;
- L'éloignement sanitaire en milieu de travail;
- Les cas de COVID-19 en milieu de travail;
- Les refus de travailler;

**[Insérer des précisions au niveau local sur le progrès actuel de l'unité]**

Les superviseurs continuent de réviser les plans tactiques pour le niveau de l'unité et nous vous encourageons à vous adresser à votre chaîne de commandement concernant la signification de ces développements pour vous et votre équipe. Lorsque la reprise et la réintégration graduelles commenceront, **[insérer le N1/commandement]** sera probablement touché dans des domaines tels que :

- **[Insérer les implications pour votre secteur respectif, p. ex. le nombre approximatif de membres du personnel de retour au travail, le travail à distance, les fonctions qui seront reprises immédiatement et celles qui le seront à une date ultérieure, etc.]**

Bien que nous continuions de travailler dans un environnement modifié en raison de la COVID-19, nous reconnaissons que le changement peut être difficile. Il est naturel d'avoir des questions, et je vous encourage donc à accéder aux nombreuses ressources dont vous disposez, y compris le [site Web Équipe de la Défense – COVID-19, Retour au travail, Travail à distance](#), et [la page Santé mentale et bien-être de l'Équipe de la Défense en période de COVID-19](#). Plus important encore, discutez avec votre chaîne de commandement.

Nous vous remercions de votre patience et de votre soutien continu. Nous sommes tous dans le même bateau.

N'oubliez pas que pour contribuer à la sécurité de l'Équipe de la Défense, le GC encourage vivement les Canadiens à télécharger [l'application Alerte COVID](#).

Merci,

**(Ajouter l'attache de signature)**

***Message to staff on compliance with PPE, PHM, and physical distancing***

**To:** Unit level personnel returning to the workplace

**From:** L1s/Commands

**Subject:** Conducting business in the workplace – Important Information / Retour au milieu de travail – renseignements importants

*Le français suit*

Dear **[insert L1]**,

With some Defence Team members fulfilling duties in the workplace in a COVID-19 environment, it is important that we highlight key information and responsibilities regarding safety measures in the workplace to mitigate the spread of COVID-19.

[Insert specific L1 messaging re: expectation of staff returning to full work hours or partial duties. This will be dependent on each L1 and Command and how their Business Resumption Planning occurs. Final plans will be communicated by Supervisors to all staff at least 14 days in advance of resuming activities. Prior to returning to the work place, if you are displaying symptoms of COVID-19 or are feeling unwell, speak to your Supervisor, but the expectation is that you will stay home or work from home. Once at the work place, if you are feeling unwell, advise your Supervisor who will take the necessary steps to ensure your safety and that of your colleagues.]

Another important element of working in a COVID-19 environment is adequately understanding the difference between Public Health Measures (PHM) and Personal Protective Equipment (PPE).

**PHM** includes:

- the use of non-medical masks (NMM);
- physical distancing of at least two metres;
- frequent hand washing for at least 20 seconds; and
- the use of hand sanitizer, disinfectant wipes and disposable gloves.

The use of PHM is doing your part to protect others and is strongly advised for use in public and/or when physical distancing cannot be maintained. This will be important when entering and fulfilling duties within the workplace.

**PPE** includes, but is not limited to:

- Medical masks, N95 masks, NNM, face coverings, respirators, plastic face shields, medical gowns or Tyvek suits, and medical grade gloves. For more information on NMM and face coverings, visit the [Non-medical masks and face coverings web page](#).

PPE is intended to protect you from COVID-19. PPE is not required in an office environment but is intended to be used by medical professionals. Other DND/CAF members and staff may require PPE due to the nature of their work (such as in a laboratory) or where stipulated by legislation.

It is the responsibility of each L1/Command to identify the number of critical service staff who will require a NMM in each area. Strategic Joint Staff (SJS) will validate L1 requirements and will replenish NMM's as needed in coordination with CJOC and ADM(Mat). SJS will also be the point of contact for distributing NMM's to L1s and Commands.

If you are deemed a Defence Team member that is providing a critical service and must return to the workplace, a NMM will be provided to you by your management team prior to your return. Civilian Defence Team members may choose to wear a personally acquired mask, as long as it adheres to public health requirements.



Another important piece of conducting business in the workplace is understanding social/physical distancing and other workplace measures.

Upon your return, you will notice that all Defence Establishments have been - or are being - marked with one-way pathways and staircases, and elevators are only to be used by individuals with limited mobility unless otherwise marked.

Hand sanitizer is available at each entrance/exit and will be replenished when possible given the high demand for the product. More importantly, staff are encouraged to frequently wash their hands with soap and water for at least twenty seconds, as this is the most effective way to sanitize hands.

Direction on how cubicles can and should be occupied to maintain distancing has been received and you may notice some differences in how to access and use communal spaces. For example, you will see that washrooms, for the most part, will be single occupancy.

With regards to workplace flexibility for Civilians, a conversation outlining your Flexible Work Agreement was to have taken place by September 2020 with your Supervisor. This discussion should have covered topics including your circumstances surrounding COVID-19 (i.e. operational direction, childcare, elder care, symptoms, etc.) and options available to you. If this has not been completed, please reach out to your Supervisor or Chain of Command.

Since the onset of the pandemic DND/CAF has maximized employees' capacity to work remotely to help prevent the rapid spread of COVID-19 and ensure the health and safety of federal employees. The vast majority of employees are currently working full time, whether remotely or onsite, and making use of flexible work arrangements.

If you have any outstanding questions surrounding the return to the workplace, or flexible work arrangements such as Code 699, please speak with your Supervisor or Chain of Command, consult the Resuming work page, the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#), the [Frequently asked questions](#) or the [Ask Anything: COVID-19 submission box](#). For all remaining questions or concerns, please feel free to reach out to your Supervisor at any time.

As public health advice is updated and local conditions change additional information will be made available through the department websites, Defence Team News, and through regular communications from your Chain of Command, Manager and Supervisor.

Remember, to help keep the Defence Team safe, the GC is strongly encouraging Canadians to download the [COVID Alert App](#). Defence Team members are also encouraged to receive the influenza vaccination to help eliminate the burden on our healthcare system.

Thank you,  
(Add signature)

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Cher [insérer le N1],

Certains membres de l'Équipe de la Défense remplissent des fonctions sur le lieu de travail dans le contexte de la COVID-19, il est important que nous mettions en évidence les renseignements et les responsabilités clés concernant les mesures de sécurité sur le lieu de travail afin d'atténuer la propagation du virus.

[Insérer le message propre à l'organisation de N1 concernant les attentes des membres du personnel qui retournent au régime à temps plein ou reprennent en partie leurs fonctions. Le message variera en fonction de chaque N1/commandement et selon la façon dont la planification de la reprise des activités se fera. Les superviseurs diffuseront les plans définitifs à l'ensemble du personnel au moins 14 jours avant la reprise des activités. Avant de retourner au milieu de travail, si vous manifestez des symptômes associés à la COVID-19 ou si vous ne vous sentez pas bien, parlez-en à votre superviseur. On s'attendra toutefois à ce que vous restiez à la maison ou travailliez à domicile. Si vous êtes déjà sur place et que vous ne vous sentez pas bien, signalez-le à votre superviseur qui prendra les mesures nécessaires pour veiller à votre sécurité et à celle de vos collègues.]

Un autre élément important du travail dans le contexte de la COVID-19, c'est le fait de bien comprendre la distinction à faire entre les mesures de santé publique (MSP) et l'équipement de protection individuel (EPI).

Les **MSP** comprennent :

- le port de masques non médicaux (MNM);
- le maintien d'une distance physique d'au moins deux mètres;
- le lavage fréquent des mains pendant au moins 20 secondes;
- l'utilisation d'un désinfectant pour les mains, de lingettes désinfectantes et de gants jetables.

En adoptant des MSP, vous contribuez à protéger les autres. Ces mesures sont fortement encouragées dans les endroits publics ou les endroits où il n'est pas possible de maintenir une certaine distance physique. Il importera de prendre ces mesures au moment de rentrer en milieu de travail et d'y exercer vos fonctions.

L'**EPI** constitue, entre autres :

- les masques médicaux, les masques N95, les MNM, les couvre-visages, les appareils respiratoires, les écrans faciaux en plastique, les blouses médicales ou combinaisons Tyvek et les gants médicaux. Pour en savoir davantage sur les MNM et les couvre-visages, visitez la page Web [Masques non médicaux et couvre-visages](#).

L'EPI a pour objet de vous protéger contre la COVID-19. Bien qu'il ne soit pas exigé en milieu de travail, l'EPI est destiné à être utilisé par les professionnels de la santé. D'autres membres du personnel du MDN et des FAC pourraient avoir à utiliser de l'EPI en raison de la nature de leur travail (par exemple, dans un laboratoire) ou lorsque c'est stipulé par la loi.

Il incombe à chaque N1/commandement de cerner le nombre d'effectifs qui assurent un service essentiel et auront besoin d'un MNM dans chaque région. L'État-major interarmées

stratégique (EMIS) validera les besoins des N1 et veillera à leur réapprovisionnement en MNM, le cas échéant, en coordination avec le COIC et le SMA(Mat). L'EMIS sera également le point de contact pour la distribution de MNM aux N1 et aux commandements.

Si vous êtes considéré comme un effectif assurant un service essentiel et que vous devez retourner au milieu de travail, votre équipe de gestion vous fournira un MNM avant votre retour. Les membres civils de l'Équipe de la Défense peuvent choisir de porter un masque acquis personnellement, à condition qu'il soit conforme aux exigences de la santé publique.

Un autre élément important du retour en milieu de travail est la compréhension de l'éloignement social ou physique et des autres mesures prises à cet effet.

À votre retour, vous remarquerez qu'à l'intérieur de tous les établissements de la Défense, on a désigné – ou on désignera – des voies et des escaliers à sens unique. De plus, seules les personnes à mobilité réduite pourront utiliser les ascenseurs, sauf indication contraire.

Il y a du désinfectant pour les mains à chaque entrée/sortie, et celui-ci sera remplacé dans la mesure du possible, compte tenu de la forte demande pour ce produit. Surtout, on encourage le personnel à se laver souvent les mains avec du savon et de l'eau pendant au moins 20 secondes, car il s'agit du moyen le plus efficace de se désinfecter les mains.

Nous avons reçu des directives sur la façon dont les bureaux à cloison peuvent et doivent être occupés de sorte à maintenir un certain éloignement sanitaire. Vous constaterez également des différences quant à l'accès aux aires communes et à leur utilisation. Par exemple, vous verrez que dans la plupart des cas, les toilettes ne peuvent désormais être occupées que par une seule personne à la fois.

En ce qui concerne la flexibilité en milieu de travail pour les civils, une conversation décrivant votre accord de travail flexible devait avoir lieu en septembre 2020 avec votre superviseur. Cette discussion devrait avoir porté sur des sujets tels que les circonstances entourant la COVID-19 (c'est-à-dire la direction opérationnelle, la garde d'enfants, les soins aux personnes âgées, les symptômes, etc.) et les options à votre disposition. Si la conversation n'a pas eu lieu, veuillez vous adresser à votre superviseur(e) ou à la chaîne de commandement.

Depuis le début de la pandémie, le MDN et les FAC ont maximisé la capacité des employés à travailler à distance pour aider à prévenir la propagation rapide de la COVID-19 et assurer la santé et la sécurité des employés fédéraux. La grande majorité des employés travaillent actuellement à temps plein, que ce soit à distance ou sur place, et ont recours à des modalités de travail flexibles.

Si vous n'avez toujours pas obtenu une réponse à vos questions concernant le retour au travail ou les modalités de travail flexible, comme le code 699, parlez-en à votre superviseur ou à votre chaîne de commandement, consultez la page sur le retour au travail, la [Directive du CEMD et de la SM sur la reprise des activités continues dans le contexte de la COVID-19 \(posture pour l'automne 2020\)](#), la foire aux questions ou le site [Demandez n'importe quoi : COVID-19](#). Pour toute autre question ou préoccupation, n'hésitez pas à communiquer avec votre superviseur en tout temps.

Au fur et à mesure que les conseils en matière de santé publique sont mis à jour et que les situations locales changent, d'autres renseignements seront diffusés par l'intermédiaire des sites Web ministériels, des Nouvelles de l'Équipe de la Défense et de communications régulières de la part des chaînes de commandement et des superviseurs.

N'oubliez pas que pour contribuer à la sécurité de l'Équipe de la Défense, le GC encourage vivement les Canadiens à télécharger [l'application Alerte COVID](#). Les membres de l'Équipe de la Défense sont également encouragés à se faire vacciner contre la grippe afin d'alléger le fardeau qui pèse sur notre système de santé.

Je vous remercie  
(Ajouter l'attache de signature)

### ***Other templates: Social Media, newsletter and promotional content***

#### **Tweets:**

[Insert L1] continues to demonstrate resilience while working in a COVID-19 environment. For helpful tools and resources, please visit the [Canada.ca/defence-team-covid-19](#) page.

[Insérer N1] continue de faire preuve de résilience en travaillant dans le contexte de la COVID-19. Pour trouver des outils et des ressources, consultez la page [Canada.ca Équipe de la Défense – COVID-19](#)

Remember to consult the available tools and submit your questions anonymously through the Ask Anything: COVID-19 inbox:

<https://www.canada.ca/en/department-national-defence/campaigns/covid-19/resuming-work/ask-anything-covid-19.html>

N'oubliez pas de consulter les outils à votre disposition et de soumettre vos questions de façon anonyme par l'entremise de la boîte Demandez n'importe quoi : COVID-19

<https://www.canada.ca/fr/ministere-defense-nationale/campagnes/covid-19/retour-au-travail/demandez-nimporte-quoi-covid-19.html>

Thank you [Insert L1] for your continued efforts. Be sure to regularly engage with your Supervisor, Chain of Command and check [Canada.ca/defence-team-covid-19](#)

Merci beaucoup [Insérer N1] de vos efforts soutenus. Assurez-vous de communiquer régulièrement avec votre superviseur(e), chaîne de commandement, et consultez le site [Canada.ca/Équipe de la Défense – COVID-19](#).

#### **Facebook Post:**

While working in an environment altered by COVID-19 is the reality for the foreseeable future, toolkits and information about The Defence Team's posture can be found on the

[Defence Team COVID-19 and Resuming work page](#). We understand that there are a lot of questions and concerns around this way forward. Be sure to discuss all inquiries with your Supervisor/Chain of Command, or submit them to the [Ask Anything Inbox](#)! Internal Communications will continue to collect questions and publish answers regularly on the [Resuming Work FAQs page](#).

Bien que le travail dans un environnement affecté par la COVID-19 soit la réalité pour un avenir prévisible, des trousseaux à outils et des renseignements sur la posture de l'Équipe de la Défense peuvent être trouvés sur [la page Équipe de la Défense COVID-19 et Retour au travail](#). Nous comprenons qu'il y a beaucoup de questions et de préoccupations à cet égard. Assurez-vous de discuter de toutes les demandes avec votre superviseur ou votre chaîne de commandement, ou soumettez-les à la boîte de réception [Demandez n'importe quoi](#)! L'équipe des communications internes continuera de recueillir des questions et de publier régulièrement des réponses sur la page [FAQ liée au retour au travail](#).

### **To include in team newsletters:**

To support the Defence Team in working through a COVID-19 environment, an [Ask Anything: COVID-19 inbox](#) was launched to help ease the complexity of this transition. This platform provides Defence Team members the opportunity to anonymously ask questions about Business Resumption or COVID-19 that have not yet been answered by their Supervisors, Chains of Command, or within the provided material. This inbox is monitored daily and input is collected on an ongoing basis. Please visit the published questions on the [Resuming Work – FAQ page](#).

Pour aider l'Équipe de la Défense à travailler dans le contexte de la COVID-19, une boîte de réception [Demandez n'importe quoi : COVID-19](#) a été lancée pour faciliter la transition qui est complexe. Cette plateforme permet aux membres de l'Équipe de la Défense de poser anonymement des questions sur la reprise des activités ou sur la COVID-19 qui n'ont pas encore reçu de réponse de leurs superviseurs, de leur chaîne de commandement ou trouvé de réponses dans les documents fournis. Cette boîte est examinée quotidiennement et les données sont ramassées en continu. Veuillez consulter les questions publiées sur la page [FAQ liée au retour au travail](#).

### **Template email for L1 heads to promote Ask Anything**

**To:** [insert L1] employees

**From:** L1 head and/or unit Supervisors

**Subject:** [insert L1] - BRP tools, resources and efforts / [Insérer N1] - Outils, ressources et efforts pour la reprise des activités

*Le français suit*

With operations and duties largely continuing in a COVID-19 environment, I want to acknowledge and thank each [Insert L1] member for their impressive dedication and commitment demonstrated over the past few months. The conversation will only continue within our respective organization as BRP/COVID-19 evolves, but in the meantime, toolkits

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and information about the Defence Team's way forward can be found on the [Defence Team COVID-19 web page](#) and [Resuming work](#). I encourage you to read the guidance and directives carefully, specifically the [CDS/DM Directive for the Resumption of Sustained Activities in a COVID-19 Environment \(Fall 2020 Posture\)](#).

I know that there are - and should be - a lot of questions specific to each member's unique circumstances. Your first resource should be your Supervisor or Chain of Command, as they will have the most up to date information for your region and [Insert L1]. However, if you still have questions, I invite you to submit them to the [Ask Anything: COVID-19 Inbox](#).

This inbox provides Defence Team members the opportunity to anonymously ask questions about Business Resumption and COVID-19 that have not yet been answered. This box is monitored daily and input is collected on an ongoing basis. Please visit the published questions on the [Resuming Work – FAQ page](#).


Thank you for your patience and collaboration during this time.

## Annex C: Recommended ways to communicate


- ✓ Direct messages through Chain of Command;
- ✓ Supervisor/staff meetings;
- ✓ Team meetings (MS Teams on Defence 365, teleconference, in person (if required));
- ✓ Weekly team communiqués.


**CIC supported tools** (information targeted to all Defence Team members within L1's/Commands)

### EMAIL TOOLS

	<b>DEFENCE TEAM UPDATES</b> – all-staff email
	<b>Frequency:</b> Weekly. <b>Distribution:</b> To approx. 125k Defence personnel on the DWAN.
	<b>Submissions:</b> Contact <a href="mailto:internes@forces.gc.ca">Internal Communications internes@forces.gc.ca</a> no later than the Thursday prior to email delivery.*
	A Defence Team-wide email is sent <i>every Tuesday</i> to all members on the DWAN and Defence 365, which includes links to content posted on the intranet or Internet. Three spots are available for Feature content (imagery required).

### VIDEO PRODUCTS

	<b>DEFENCE TEAM NEWS</b>
	<b>Frequency:</b> Weekly
	<b>Submissions:</b> Contact <a href="mailto:internes@forces.gc.ca">Internal Communications internes@forces.gc.ca</a> * and CC <a href="#">Shelley Van Hoof</a> at least 2 weeks prior to release.
	A weekly newscast hosted on the Defence Team intranet, Facebook, Twitter and YouTube to provide Defence Team members with an engaging way to learn about the news and programs that affect them.

	<b>60 SECONDS WITH...</b>
	<b>Frequency:</b> Regularly
	<b>Submissions:</b> Contact <a href="mailto:internes@forces.gc.ca">Internal Communications internes@forces.gc.ca</a> * and CC <a href="#">Shelley Van Hoof</a> .
	A spirited <a href="#">video series</a> showcasing military and civilian leaders across Defence.

### MOBILE APPLICATIONS

	<b>CANADIAN ARMED FORCES APP</b>
	<b>Frequency:</b> Changed as required
	<b>Submissions:</b> Contact <a href="mailto:internes@forces.gc.ca">Internal Communications internes@forces.gc.ca</a> for content related to COVID-19/Business Resumption.*



The CAF Mobile App is a platform that provides members with updates from leadership, access to social media feeds, imagery and access to a variety of CAF resources, including Health, Pay and Pension Services.



### HR GO RH

**Frequency:** Changed as required

**Submissions:** Contact [Internal Communications internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca) for content related to COVID-19/Business Resumption.\*

The HR GO App provides critical HR information to public service managers and staff including; articles, contacts, walkthroughs, links to online resources and calculators. The HR GO App was designed to support DND staff who may not have easy access to computers, networks and work primarily offline such as ship repair specialists, various trades, and employees in the field, on leave, or at home.

## WEB TOOLS



### THE MAPLE LEAF

**Frequency:** Weekly. **Distribution:** Housed on Canada.ca.

**Submissions:** Send fully translated and approved content to [Internal Communications internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca) at least one month prior to the publication date.\*

**Content guidelines and publication dates:** Visit [the submission guidelines on Canada.ca](#) for details.

External [newspaper](#) published targeted to all Defence Team members.

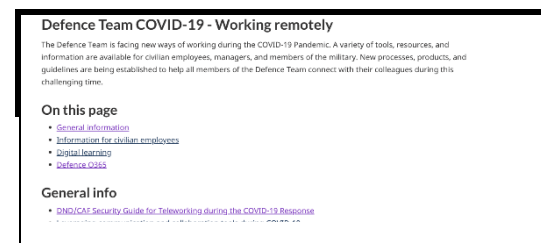


### DEFENCE TEAM COVID-19 PAGE

**Frequency:** Changed as required

**Submissions:** Contact [Internal Communications internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca) for details.\*

Web page targeted to all Defence Team members including the latest information and resources for military and civilian members.



### DEFENCE TEAM COVID-19 WORKING REMOTELY PAGE

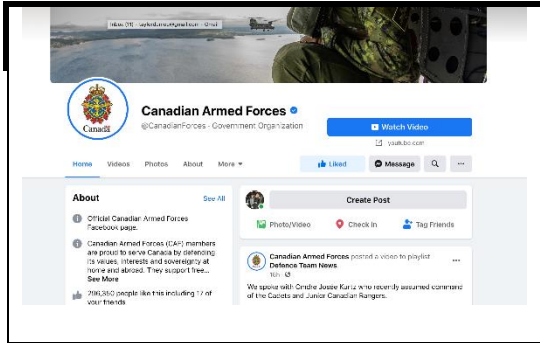
**Frequency:** Changed as required

**Submissions:** Contact [Internal Communications internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca) for details.\*





Web page targeted to all Defence Team members with information regarding new ways of working during the COVID-19 pandemic.



### DND/CAF SOCIAL MEDIA ACCOUNTS

**Frequency:** Daily

**Submissions:** Contact [Internal Communications internes@forces.gc.ca](mailto:internes@forces.gc.ca) for content related to COVID-19/Business Resumption\*

Social Media accounts targeted to both Defence Team and their external following. Posts targeted towards Defence Team members showcase the latest information and resources for military and civilian members.

### Guidelines and Submission Deadlines

Guidelines and submission deadlines (where required) for all tools and products can be found at the links listed above.

#### Contact Us:

To access any of these internal communications platforms, please contact CIC by email at [Internal Communications internes@forces.gc.ca](mailto:internes@forces.gc.ca). **Please include the product name in the Subject line.**

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## **Annex D: Supervisors Toolkit**

Access the COVID-19 Business Resumption – [Supervisors' Communications Toolkit here](#) which outlines resources, key messages, a Blitz Meeting package, guidance, speaking points, among other ways to support Defence Team members through the Business Resumption planning process and working in a COVID-19 environment.

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## Annex E – Best Practices for Online Engagements

### Leveraging Communication and Collaboration Tools

Defence Team members are having to find new ways to stay connected with their colleagues and teams while working remotely in the face of the COVID-19 pandemic.

To facilitate better communication and increased collaboration when traditional face-to-face meetings and conversations may not be possible, the use of publicly available platforms are being explored to remain in contact with teams regardless of whether they are working in the office or from their home.

Organizations across Defence are strongly encouraged to explore the depth and breadth of MS Teams as Office 365 - a cloud-based MS suite of tools – that will soon be accessible across DND with the rollout of [Defence 365](#). Make sure you familiarize yourself with Office 365 to develop skills and get comfortable with new and effective ways of staying connected throughout the organization.

While MS Teams and Defence 365 are the preferred and only departmentally approved/accessible platforms, not all staff have transitioned over. Additional options are listed and can be leveraged in the event that Defence 365 is experiencing technical difficulties/challenges and the engagement/meeting must proceed. It is best practice to only share unclassified information on these applications even though both Zoom and Webex have security measures in place.

Popular web applications:

- MS Teams (part of [Defence 365](#)),
- Google Hangouts,
- [Slack](#)
- [WhatsApp](#)
- [FaceTime](#)

### Choosing the Right Application

#### Accessibility Considerations

- Consider who the participating audience is and what they will have access to
- Be mindful that some staff may have limited Internet access or connectivity as well as minimal experience using these tools
- Consider the privacy of staff, as some may have concerns about the use of personal devices or public services, or sharing personal contact information
- Consider trying a few tools to find what works best for the whole team, and make sure everyone can participate and has the opportunity to learn
- Determine what accessibility requirements are needed

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## Microsoft Teams

- Considerations – all personnel will need to be onboarded to use Office 365. For more information, consult the Defence 365 page [here](#).
- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, file sharing and calendar sharing available. Pretty sure closed captioning is available too.

## With any web meeting application, familiarize yourself with the following commands:

- Start/end the meeting
- Invite/remove participants
- Share your camera video
- Mute/unmute microphone and participants' microphones
- Share files
- Share your desktop/screen
- Share presenting privileges with other presenters
- Record the meeting
- Send and read chat messages

## Technical Requirements and Equipment

Always test all technical requirements and equipment in advance to avoid any hiccups the day of.

### Technical requirements

- Stable and reliable Internet connection
- Audio (computer speakers, microphone, telephone, etc.)
- Webcam

### Technical considerations

- Dependant on the web meeting application, you may need to download software, or purchase a corporate account for access to more functionalities
- Have a wired Internet connection option as backup
- Presenters can consider using a microphone for better sound (headset, clip-on, desktop mic)
- Include dial-in info for participants who cannot connect with audio through the internet
- Decide how media will be displayed (and test it in advance) – share your screen/desktop, or import presentation directly into the web meeting application

## Keep Participants Informed

Share all necessary information and documents to participants in advance so that they can prepare.

## Ask participants to try technology in advance

- 
- Send log-in information a few days in advance so participants can test it out (access codes, URLs, call-in numbers)
  - Some web meeting applications may require an application download
  - Ask participants to log in at least 15 minutes prior to the start of the meeting to test connectivity

### **Virtual meeting etiquette**

- Let participants know how they will be able to make comments/ask questions during the meeting
- *For large scale meetings:* ask all participants to signal and wait a couple seconds before speaking to account for lagging time, and to state their name and institution each time they speak
- Remind participants to be on mute, have webcam on or off (depending on the meeting), limit background noise as much as possible

### **Contingency plan for potential technical issues**

- Give participants an online and offline method to reach event organizers should there be any issues before and/or during the meeting
- Provide a backup plan – dial-in info for those who can't connect with audio through the internet, alternate date/time set for if the meeting fails

### **Designate a Facilitator/IT Support**

Designate a facilitator to assist the presenter(s) by monitoring any chat questions or comments that come in, as to not disrupt the flow of the presentation.

For large-scale meetings, have IT support on hand to help with any technical problems that may arise.

It may be beneficial to designate a notetaker as well to take minutes/record the meeting so that information can be shared as a follow-up afterwards.

### **Engage your Audience**

Find ways to engage your participants virtually. Include visuals for presentations, if possible.

### **Presentations**

- Keep segments short to keep participants interested
- Include a visual aspect for all presentations (speaking on camera, PowerPoint, etc.)
- Plan and practice how to smoothly transition between presenters

### **Give a voice to your online audience**

- Prepare a shared space for people to engage like a chat or [Slido](#) (most web meeting applications already have a chat function)

- Welcome audience interaction by asking participants questions, welcoming questions from participants, taking a live poll (all can be done with Slido)
- Include interactive games/activities for participants

### **Maintaining focus and attention**

- Although virtual, still give people breaks
- Video-conference meetings should move at a slightly slower pace than a typical meeting to account for 2-3 second delay for systems to communicate
- For presenters, make sure there are sufficient pauses

### **Post-meeting**

Send participants any follow-up notes, presentations, and the link to the recording of the meeting.

### **Feedback**

Seek feedback from participants on their virtual experience to learn for the next online engagement (consider using a survey for large groups).

## **Checklist for Organizing Online Engagements**

<b>Preparation</b>	
	Choose web meeting application
	Prepare and test all necessary technical tools and requirements
	Establish presenters and presentation delivery
	Designate a facilitator, notetaker, and IT support
	Send agenda and all other relevant information to participants
	Conduct a mock meeting to ensure all presentations go as planned and transitions are smooth
<b>During the meeting</b>	
	Log in at least 15 minutes early
	Record meeting and take notes
	Monitor chat spaces/Slido
<b>Post-meeting</b>	
	Send follow-up documents and link to recording
	Seek feedback

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## Additional Resources

### Popular web meeting applications

It is recommended to use MS teams however other applications are available if MS Teams is not.

#### • Zoom

- Considerations – access may be limited by your organization and may require use of personal devices, corporate account needed to host with greater functionalities such as having more participants, no meeting duration limit, etc. (free to join)

#### • WebEx

- Considerations – similar to Zoom, see the comparisons between Zoom and WebEx below

#### • Google Hangouts

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, and file sharing

#### • Slack

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, instant messaging, desktop sharing, and file sharing

#### • What's App

- Accessible using laptop, desktop and smartphone
- Capabilities: Audio and video calls, and instant messaging

#### • Facetime

- Accessible using Apple products only
- Capabilities: Audio and video calls

**With any web meeting application, familiarize yourself with the following commands:**

- Start/end the meeting
- Invite/remove participants
- Share your camera video
- Mute/unmute microphone and participants' microphones
- Share files
- Share your desktop/screen
- Share presenting privileges with other presenters
- Record the meeting
- Send and read chat messages

## Tips:

<b>Canada School of Public Service Blog</b>	<a href="#">My Best Advice on Virtual Facilitation</a>
<b>Slido</b>	<a href="#">How to use Slido for remote meetings</a>
<b>Ten Tips for Hosting a Web Meeting</b>	<a href="https://www.facultyfocus.com/articles/teaching-with-technology-articles/ten-tips-for-hosting-a-web-meeting/">https://www.facultyfocus.com/articles/teaching-with-technology-articles/ten-tips-for-hosting-a-web-meeting/</a>
<b>Five Tips for Conducting a Virtual Meeting</b>	<a href="https://www.inc.com/guides/2010/12/5-tips-for-conducting-a-virtual-meeting.html">https://www.inc.com/guides/2010/12/5-tips-for-conducting-a-virtual-meeting.html</a>
<b>20 Interactive Conference Ideas and Formats</b>	<a href="https://www.eventbrite.co.uk/blog/formats-to-refresh-your-conference-ds00/">https://www.eventbrite.co.uk/blog/formats-to-refresh-your-conference-ds00/</a>
<b>Virtual Icebreaker Ideas</b>	<a href="https://www.conferencecalling.com/blog/conference-call-icebreakers">https://www.conferencecalling.com/blog/conference-call-icebreakers</a>
<b>16 Secrets of Engaging Remote Meetings</b>	<a href="https://miro.com/blog/engaging-remote-meetings/">https://miro.com/blog/engaging-remote-meetings/</a>
<b>Virtual Team Building</b>	<a href="https://museumhack.com/virtual-team-building-for-remote-teams/">https://museumhack.com/virtual-team-building-for-remote-teams/</a>
<b>How to Make Video Calls More Fun</b>	<a href="https://www.owllabs.com/blog/video-call-tips">https://www.owllabs.com/blog/video-call-tips</a>
<b>Virtual Meeting Platforms – Research and Findings – Community of Federal Regulators</b>	<a href="#">Platform Options - Research and Findings</a>
<b>Comparing Zoom and WebEx</b>	<a href="#">Understanding the differences between Zoom vs. Webex</a> <a href="#">Zoom vs. Webex: the Best Videoconferencing Apps Face Off on Features</a>



## Events and Conference Management Gestion d'événement et de conférences

	<b>Defence 365 (Teams)</b>	<b>WEBEX</b>	<b>Webcast</b>	<b>Videoconferen ce</b>	<b>Teleconfere nce</b>	<b>Zoom</b>
<b># participants</b>	10,000	200 Standard, up to 1000 with ECM's enterprise account	unlimited	25 via a Virtual Meeting Room (VMR), possibility up to 50 via a videoconference bridge	250	100 Standard, up to 1000 with ECM's business account
<b>Audio</b>	Yes	VIOP & Teleconference	One way (Participants listening only)	Yes	Yes	Yes
<b>Video</b>	Yes	Up to standard definition (480p)	Up to full definition (1080p)	Up to full definition (1080p)	No	Up to High definition (720p)
<b>Simultaneous Interpretation</b>	Limited to live event	Yes	Yes	Yes	Yes	Yes
<b>Sign Language</b>	No	Yes	Yes	Yes	No	Yes
<b>CART</b>	No	Yes	Yes	Yes	No	Yes
<b>Screen Sharing</b>	Yes	Yes	Yes	Yes	No	Yes
<b>Share documents</b>	Yes	Yes	Yes	No	No	Yes
<b>Mobile access</b>	Yes	Android and IOS	Android and IOS	Android and IOS	Android and IOS	Android and IOS
<b>Government laptop access</b>	No video access via browser <i>Able to access via the app, or watch the meeting (video chat function not supported)</i>	Yes	Yes	Yes	No	Yes
<b>Mute/unmute your mic</b>	Yes	Yes	Non-interactive	Yes	Yes	Yes

<b>Chat</b>	Yes	Yes	Email box	No	No	Yes
<b>Browser</b>	Yes	All	All	Access via VMR or Jabber	No	All
<b>Security</b>	It is best practice to only share unclassified information on these applications					

## Events and Conference Management Gestion d'événement et de conférences

### In advance:

- Ensure presentations are videoconferencing friendly: Choose dark type on light backgrounds in large lettering. Limit the points on any one slide to six or fewer.
- Clothing: Avoid bright whites, small or pinstripe patterns in clothing, and bright jewelry.
- Adjust your camera so that everyone is in the frame: It's important to see each other.
- Prepare the room: Ensure window blinds are closed, lights are on and participants are properly distanced (respecting 2M) .

### During the meeting:

- Microphones are sensitive: Be mindful of your environment. Minimize background noise from papers and movement.
- Speak at a normal conversational volume: Speak clearly and in the direction of the screen. Ensure that your microphone is not obstructed. We highly recommend the use of headphone with integrated microphone.
- Keep electronic devices away from microphones and don't put the conference on hold.
- Make sure you can see and hear all the participants: Confirm that everyone can hear the discussion properly and encourage people to stay within their cameras view.

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## Annex F: COVID-19 training and courses

### **Mandatory course for managers of civilian employees: Establishing Effective Virtual Teams (X175) course offered through the Defence Learning Network**

As per the recent [update from the Deputy Minister on Business Resumption Planning](#), all Defence Team managers who manage civilian staff must complete the Establishing Effective Virtual Teams (X175) course offered through the [Defence Learning Network](#) (DLN) via the Canada School of Public Service GCCampus web site.

This 30-minute course covers teamwork and team leadership when working in a virtual team as well as remote management and tactics for communication, assessment and meetings. In order to properly track completion rates by L1 organizations, please ensure to access the course through the DLN.

### **Mandatory course for all personnel**

The COVID-19 Awareness Course is now available on the Defence Learning Network (DLN). To access the DLN please visit the appropriate site based on your connection:

- DWAN/DVPNI: <http://dln-rad.mil.ca>
- Home Internet: <https://dln-rad.forces.gc.ca/login>

Once you have logged on, perform a 'catalogue search' for "COVID" and you will see the result "COVID-19 Awareness / Sensibilisation à COVID-19 MITE 122255". Choose it and click register.

The DLN Helpdesk is the single point of contact for DLN support including account issues, password resets and updates to email addresses.

The course should take between 60-90 minutes to complete.

## Annex G: Checklists for staff

The following checklist should be referred to by personnel working remotely. Individuals should be equipped with adequate equipment to properly perform their work and are encouraged have honest conversations with Supervisors about their reality.

Provide these checklists to staff in your communications plan.

### Checklist for staff continuing remote work

#### HR Checklist:

- ✓ Have a conversation with your Supervisor/Chain of Command about your situation;
  - Discuss topics such as work availability if caring for dependents, flexible work arrangements, access to childcare, leave options, mental health, etc.
  - Raise any concerns/fears/skepticism you may have about working in a COVID-19 environment;
  - Provide feedback on what you would like to see during the COVID-19 reality.
- ✓ Engage with your Supervisor about flexible work arrangement and ensure clear understanding of expectations and desired outcomes;
- ✓ Discuss IT/equipment requirements;
- ✓ Discuss ergonomic needs;
- ✓ Establish a regular schedule for bilateral-meetings with your Supervisor and/or team meetings;
- ✓ Inform team and clients of your working situation (when/if necessary);
- ✓ Consult the [Frequently asked questions](#) or reach out to your Supervisor when unsure about process/details.
- ✓ If you have outstanding HR related questions, contact HR Connect HR at 1-833-RHR-MDND (1-833-747-6363). They can help answer your questions and or direct you to the right place.

### **IT Checklist:**

- ✓ Check/confirm availability of Internet/telecommunications bandwidth from your home;
- ✓ Determine capacity to access critical systems of records and files – both unclassified and classified;
- ✓ Ensure that you have access to any digitally enabling tools and digital devices that are required to perform your work;
- ✓ Complete Onboarding to Defence 365 (unless working from DWAN);
- ✓ Complete Mandatory course for all personnel the COVID-19 Awareness (See Annex F).

The following checklist should be referred to by personnel conducting business in the workplace. These are key considerations for Defence Team members to understand the new measures being implemented, and that they are provided with adequate PPE to safely perform their work.

Provide these checklists to staff in your communications plan.

### **Checklist for staff returning to the Office**

- ✓ Have a conversation with your Supervisor and flag any concerns about conducting business in the workplace;
- ✓ Discuss requirements for properly onboarding (e.g. mandatory training/courses);
  - Complete Mandatory course for all personnel the COVID-19 Awareness (See Annex F).
- ✓ Confirm with your Supervisor that PHM and PPE requirements will be fulfilled upon return;
- ✓ Consult the [Frequently asked questions](#), reach out to your Supervisor, and/or submit questions/concerns through the “[Ask Anything: COVID-19 submission box](#)”.